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INTERIOR DESIGN

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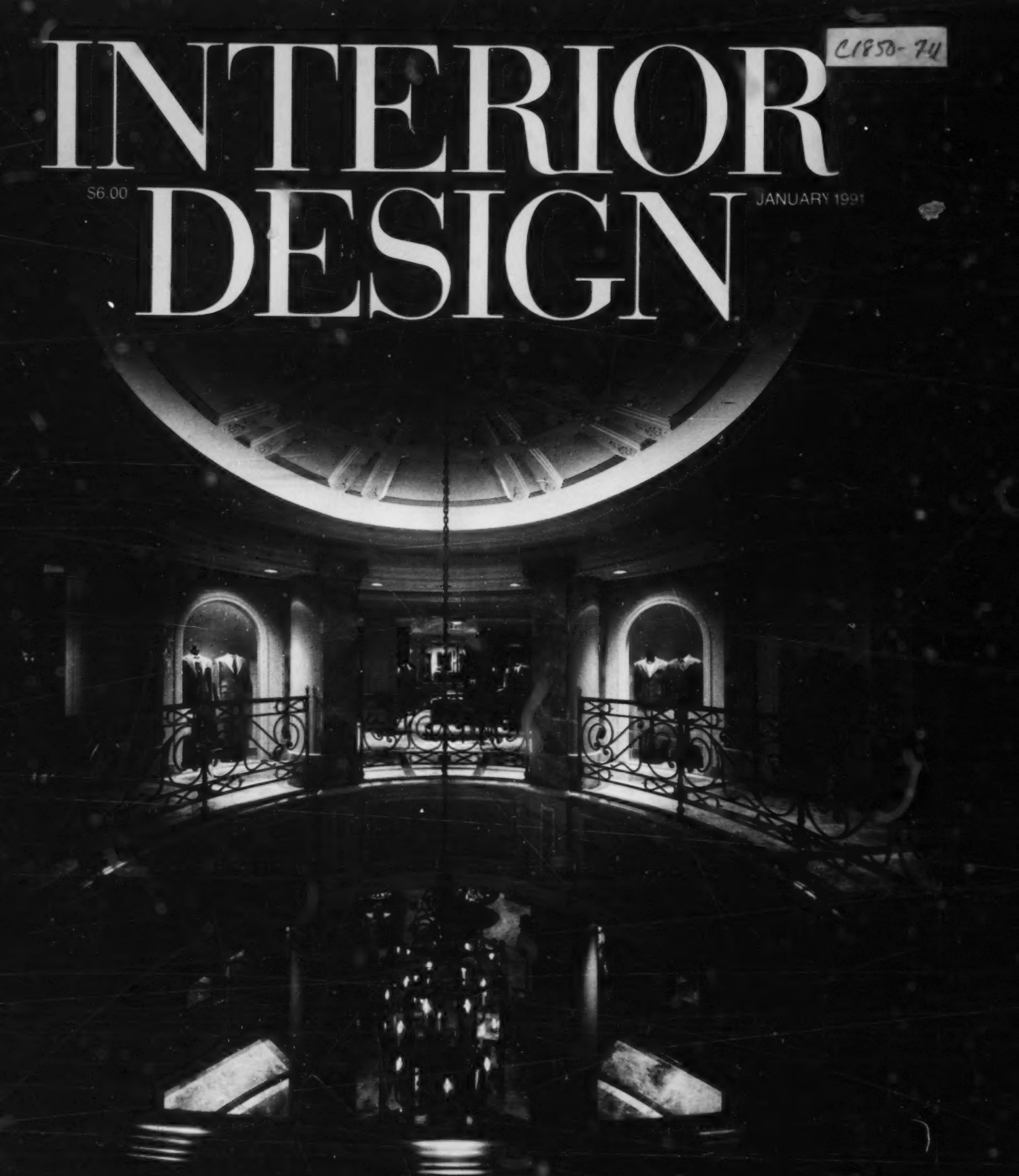
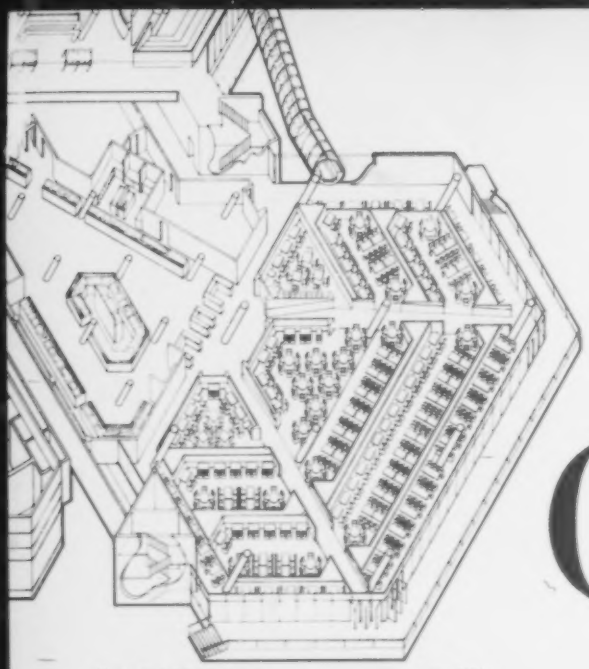
JANUARY 1991



100 INTERIOR DESIGN GIANTS

SHOPS, STORES AND SHOWROOMS

APARTMENTS BY JUAN MONTOYA AND ADAM TIHANY



Rotated 30 degrees *p. 132*

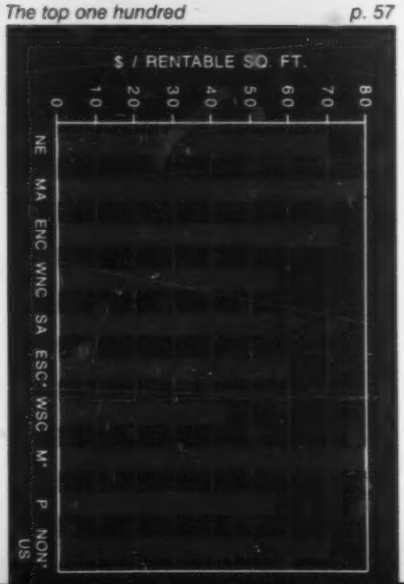
CONT

INTERIOR DESIGN

VOLUME 62

Focus on materials *p. 116*

The top one hundred *p. 57*



COVER

For Bergdorf Goodman Men, a new store in New York, the design by J.T. Nakaoka Associates supports a merchandising policy (see page 110). Photography: Jaime Ardiles-Arce

INTERIOR DESIGN GIANTS

57 THE 1991 ONE HUNDRED INTERIOR DESIGN GIANTS: *Interior Design* magazine's survey of the top 100 Interior Design Giants, with analysis and commentary by Andrew Loebelson

SHOPS, STORES, SHOWROOMS

110 BERGDORF GOODMAN MEN: New in New York, the men's store by J.T. Nakaoka Associates

116 ARC INTERNATIONAL: In the Flatiron district of New York, a new showroom by Kevin Walz

118 BRAYTON: Berger Rait redesigns the showroom in the International Design Center New York.

RESIDENTIAL DESIGN

122 REFLECTIONS: Juan Montoya ponders, and solves, the problem of oppressively low ceilings in a Georgetown, DC, apartment.

126 BALANCING ACT: Understatement and elegance in equal parts characterize a Manhattan apartment by Adam Tihany.

Interior Design (ISSN 0020-5508) is published 16 times a year, monthly with one additional issue in January, February, May and September for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. **ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO:** Interior Design, 44 Cook Street, Denver, CO 80206-5800. TELEPHONE TOLL FREE 800-542-8138 (continental U.S. only) 303-388-4511, Ext. 377 (all others). Subscription rates $47.95 for one year; $79.95 for two years, including the Buyers Guide and Market issues in the U.S. Additional $20 per subscription year for postage outside the U.S. Single copies $10.00. Annual Buyers Guide $15.00. Prepayment required for single copy orders. Address all single copy requests along with payment to: INTERIOR DESIGN, P.O. BOX 173306, Denver, CO 80217-3306. Address all communications (other than Subscription) to: **INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011.** TELEPHONE 212-645-0067. Cable: Anddec New York. U.S.A. For reprint information contact Cahners Reprint Service, Des Plaines, IL. (312) 635-8800 or 1 (800) 323-4958.

ENTS

At the Grand Palais p. 98

JANUARY 1991

NUMBER 1

OFFICE DESIGN

132 RIGHT ANGLES: The Prudential Insurance Company of America's eastern home office in Pennsylvania by Daroff Design Inc.

MARKET

86 MONTHLY MARKET SURVEY: A guide to new products and sources

98 ANTIQUES: A report on the Paris Biennale, with text by Robert Purdom

152 MANUFACTURERS' LITERATURE

IN THE INDUSTRY

36 NEWS: Exhibition of mid-20th-century design; new store for Henri Bendel; *Interior Design*/IBD contract design competition; "Imperial Design" lecture series; Jerry K. Myers named Steelcase president; Hall of Fame inductees; Briefly

42 TOPIC A: Selling innovative design. Text by Mark McIntire

48 INDUSTRY CALENDAR

154 SNAPSHOTS: Scenes from the Hall of Fame gala

DEPARTMENTS

23 BOOKS: Wiseman on Pei; Conway on crafts

104 DESIGNERS IN THIS ISSUE

148 PHOTOGRAPHERS IN THIS ISSUE

150 TECHNOLOGY BRIEFS: Electronic catalogues; lighting classes; mystery photography

138 PETER BLAKE'S PAGE: Monument to the Dream

109 EDITORIAL: Giants for '91—and a few mishaps along the way

Glass doors, reflective walls p. 122

Model wall p. 118

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100 INTERIOR DESIGN GIANTS® OF 1991

BY ANDREW LOEBELSON

Industry Overview

This may be the beginning of the great post-Reagan recession, but this year's Giants firms have not yet begun to see it. From the data collected for the 12-month period between July 1989 and June 1990, fee income was up 9.5 percent, from $607 to $665 million, but volume was down slightly from $11.3 to $11.2 billion. The area installed slipped substantially, from 360 to 265 million rentable sq. ft. New installations slipped slightly, from 61 to 60 percent, but the average cost per square foot of the installation went up 8 percent, from $41.36 to $44.70, substantially ahead of inflation.

This seems to set out the parameters for work in the early nineties—carefully planned, design intensive, more expensive installations done on a smaller area. This type of work, again, intensifies the need for sophisticated, knowledgeable design skills from the profession. With precious resources scarce, companies will be looking for the best quality consulting work on their new and remodeled facilities.

The professional environment continues to become more complex also. As a result of the need to obtain more revenue, New York and other states now tax interior design services. (But they do not tax design services that are applied to the core and shell of a new building, because the core and shell will be capitalized and amortized over the taxable life of that asset.) As a result, interior designers must now separate the part of their work that fits the tax definition of interior design/architecture from interior design/decoration.

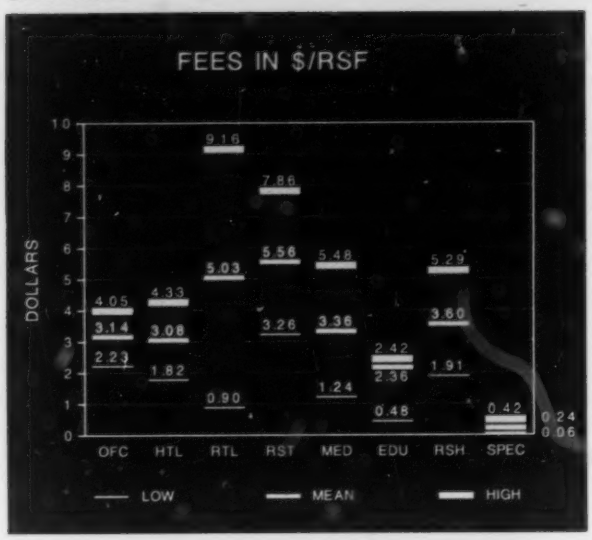
The tax is a pass-through to the design firm and imposes additional cost on the client. Therefore, not charging the tax benefits the client, not the design firm. Of course, the design firm then assumes the risk that the tax authorities might, reasonably or unreasonably, not agree with their separation of services between taxable and non-taxable types.

The risk is significant enough that one of our New York-based Top 100 firms was reluctant to report its total fee income for fear that the tax authorities might misread the published figure and send a bill for 8.25 percent of that total. Other interior design firms are requiring their clients to indemnify them for the tax amount and any penalties, should the authorities choose to reassess their taxable fees.

Continued

100 INTERIOR DESIGN GIANTS OF 1991

CHART ONE



The design field continues to get more intricate and risky every day. Successful firms need to understand that these convolutions and risks are coupled with relatively low returns on investment in a field where most firms have an insecure franchise on their market segment and a relatively short business life cycle compared to many other fields. Perhaps this is why the PHH attempt to buy into the field has failed. As most of our readers know, this Fortune 500 firm assembled the third largest interior design group from separate firms based in a half dozen cities, ran it for less than a half dozen years and bailed out, selling the original components back to pre-existing players in the field.

This is a risky, ever-changing, complex field that has to be played by people with vast amounts of expertise who understand and enjoy it. It is not a business of numbers only. It is a business/passion/life style that just might occasionally and handsomely reward its practitioners.

The intellectual content of the work continues to increase, requiring more work, on the part of the design firm, for which it expects to be paid. Not only have total fees increased as volume decreased this year, but the average office fee per sq. ft. went up from $2.68 to $2.84, while the average installation cost went from $41.36 to $44.70 per rentable sq. ft. The fee per employee went up from $130,000 to $147,000 this year, while each employee was responsible for construction with a value of $2.3 million, up from $2.1 million last year.

Two explanations for these statistical patterns spring to mind based on personal experience. Because of the continued expansion of the computer revolution (now on 87 percent of all desks designed, up from 83 percent last year), the new LAN (Local Area Network) proliferation and the need for rapid changes in both the preceding items, more and more of the actual installation costs are based on technological requirements. As more companies see their installation costs skyrocket, they try to economize where they can—on furnishing as little space as meets their new organizational requirements.

Another explanation is based on the rate of change in modern companies keeping up with their industry's globally competitive and ever-changing environment. As an example, in a recent meeting of four facility managers, two from the financial services industry, one from the industrial area, and one from a major medical facility, the average *annual* rate of reconfiguration of space was over 50 percent, an astonishing figure. Most jobs involving substantial amounts of space, one or more floors, require an absolute minimum of six months for programming, design, engineering, bidding, construction, equipment installation, and move-in. During that time, many companies may have changed 25 percent of their employees' equipment, location, reporting relationships and/or basic mission. Therefore, many jobs are designed and redesigned in the same space before they are occupied. This raises the design fees and installation costs, while keeping the square footage down.

It also raises the risks for design firms. So much so that 97 percent of the Top 100 firms carry Errors and Omissions insurance, up from 90 percent last year. The deductible has risen from $83,000 to $100,000, while the upper limit has

CHART TWO

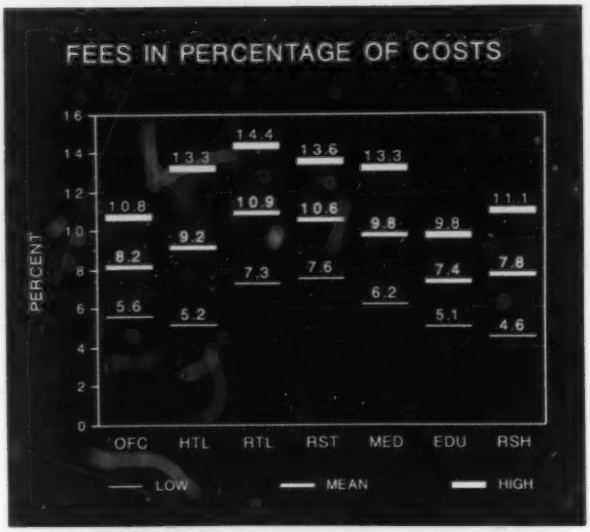


CHART THREE

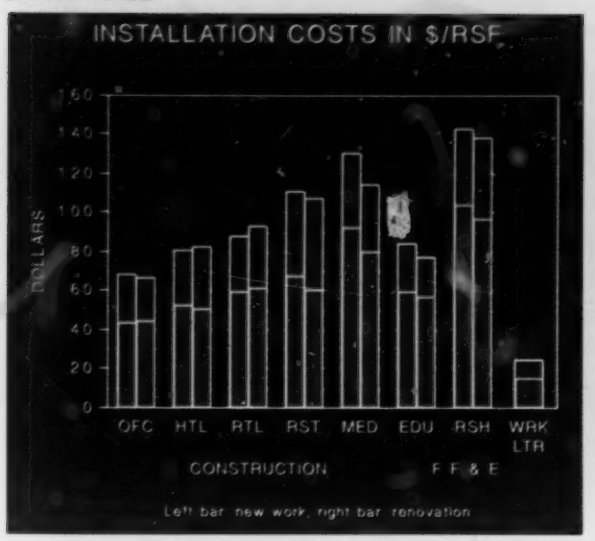
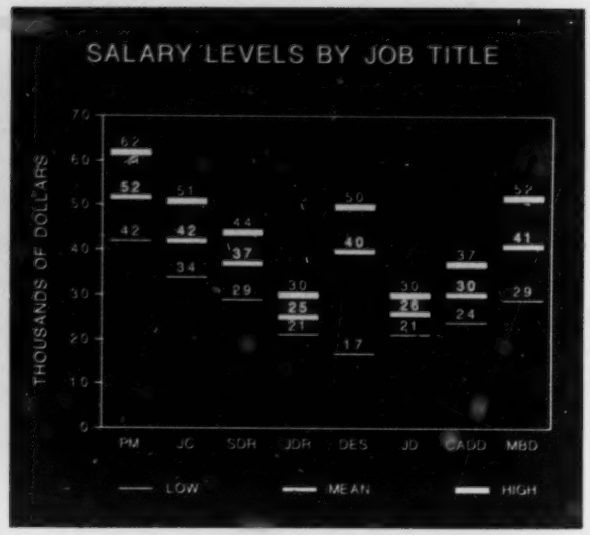


CHART FIVE



leaped from $1.8 million to $2.2 million.

Yet in terms of "fair fees" expressed in dollars per rentable sq. ft., offices declined from $3.19 to $3.14 even while the rate of inflation was about five percent. But that would be for the basic job. We know that actual fees went up, as mentioned before. All other categories fell except for retail, educational and research work. "Spec" plans dropped dramatically, from $0.58 to $0.24, as firms did more and more test plans for less and less money in order to land the all-important future work (CHART ONE).

At the same time, this year 94 percent of our respondents reported using CADD systems, even as they reported charging less in their basic "starter" fee. Perhaps the computer is finally reaching its actual potential.

The "fair fees" in terms of percent of actual installation costs went down this year for offices, from 9.6 to 8.2 percent, while hotels went up from 8.3 to 9.2 percent. Of the other categories, only medical work went up; the rest declined (CHART TWO).

The actual costs of installations dropped, too, as was mentioned before. Of all categories, only renovated restaurants and renovated medical facilities cost more this year that last year (CHART THREE). The work letter value (value of walls, ceilings, electrical outlets, carpet, etc. that the landlord is willing to give each tenant to entice him into a particular space) also dropped dramatically from $45.07 to $28.38 this year. The only explanation for this is that the really generous, desperate office buidings are now owned by the Federal government as a result of the Savings & Loan debacle.

Just as fees rose roughly 10 percent in 1990, so did the billing rates (CHART FOUR). And the salaries followed, although the average raise in each category was less than 10 percent (CHART FIVE). The relationship between an employee's salary and billing rate is based on the cost of fringe benefits, up this year from 27.4 to 28.7 percent, and the multiple, up from 2.64 to 2.68. (The sum of the salary and the fringe benefits multiplied by the "multiple" is equal to the billing rate.)

In keeping with our theme of cost consciousness, the most frequently utilized consultant this year was the cost consultant, used in over one-quarter of all jobs to "value engineer" the design to provide maximum return on investment to the client. Of the jobs where consultants were used, 17 were used more than ten percent of the time and each category was involved just a little more than last year (CHART SIX).

The base building issues continue to respond to both technological and social pressures. Smoking areas were installed in

Continued

CHART FOUR

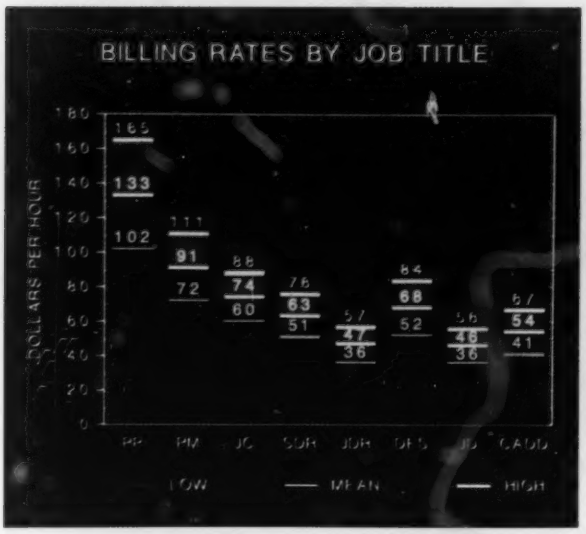
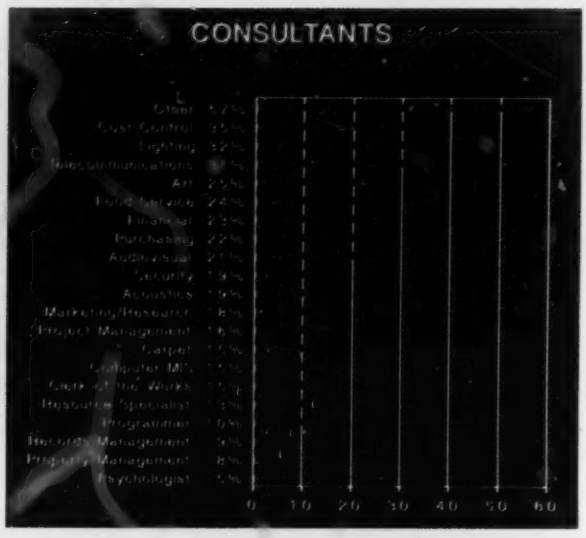


CHART SIX



100 INTERIOR DESIGN GIANTS® OF 1991

41 percent of this year's jobs, nearly doubling last year's 23 percent figure (CHART SEVEN).

The number of interior design staffers employed by the Top 100 fell from 7,640 to 6,747 this year. A logical explanation for this would seem to be that we are reporting year-end figures and many firms have cut employees after a successful year but are entering a slow-down in the field. The average percentage in each category has stayed about the same.

Regional Breakdown

Again this year we have analyzed the interior design industry by region. Although many firms have multiple offices, we asked that each firm report its answers based on its headquarters office only. [Keep in mind, that to have answers as statistically accurate as possible, the regional charts are based on all Top 200 interior design firms. Even so, we had so few responses from the regions of East South Central (1 firm), Mountain (5) Canada (2), that averages should be viewed accordingly.]

CHART EIGHT

KEY TO REGIONAL BREAKDOWN

REGION	STATES WITHIN REGION	TOP 100	SECOND 100	TOP 200
NE	CT,NH,MA,ME,RI,VT			15
MA	NJ,NY,PA			58
ENC	IL,IN,MI,OH,WI			29
WNC	IA,KS,MN,MO,ND,NE,SD			14
SA	DC,DE,FL,GA,MD,NC,SC,VA,WV			31
ESC	AL,KY,MS,TN			1
WSC	AR,LA,OK,TX			13
M	AZ,CO,ID,MT,NM,NV,UT,WY			5
P	AK,CA,HI,OR,WA			32
Non U.S.	Canada, Mexico			2
Total		100	100	200

In terms of looking at this business regionally, there seems to be a dispersal of the major design firms from the New York and California traditional centers of design to the interior of the continent. The two biggest areas—the Middle Atlantic and Pacific regions—each lost firms on both the Top and Second 100 lists to the other regions (CHART EIGHT). The same relationship held true with both volume and fee income (CHART NINE).

This year's chart for "fair fees" in dollars per rentable sq. ft. shows the same basic pattern as last year, but the Middle Atlantic region stayed about the same, the South Atlantic and Pacific rose slightly, and the fast-growing West South Central fell somewhat and remained the least expensive overall (CHART TEN).

Construction costs for all 200 firms by region show lower office costs for the Middle Atlantic, South Atlantic and West South Central regions. All the other regions show moderate increases (CHART ELEVEN).

For the Top 200 firms, the "work letter" averaged $28 per

CHART SEVEN

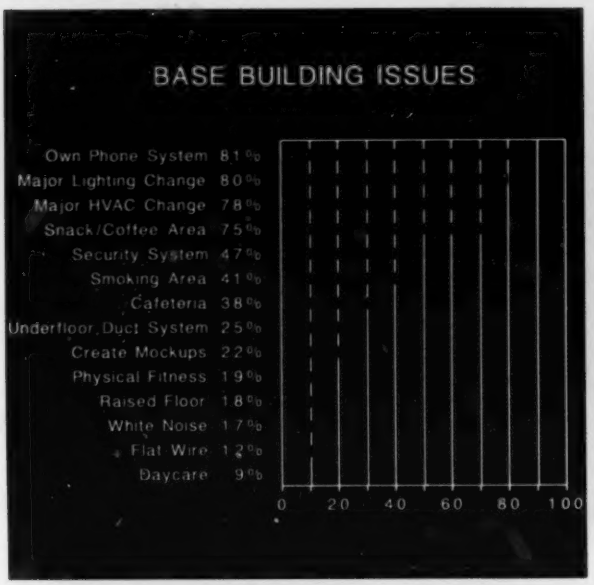


CHART NINE

FEE VOLUME ANALYSIS BY REGION

REGION	FEES In Millions	Percentage Of Top 200 Total Fees	VOLUME In Millions	Percentage Of Top 200 Total Volume
NE	38.029	4.6	272.768	3.1
MA	249.961	30.5	3,035.113	34.9
ENC	122.257	14.9	1,686.041	19.4
WNC	85.375	10.4	295.017	3.4
SA	98.010	12.0	1,462.622	16.8
ESC	2.673	3	3.167	2
WSC	64.890	8.0	345.589	4.0
M	7.605	9	42.276	5
P	143.391	17.5	1,426.664	16.4
Non U.S.	7.589	9	113,050	1.3
TOTAL	819.780	100	8,692.307	100

CHART TEN

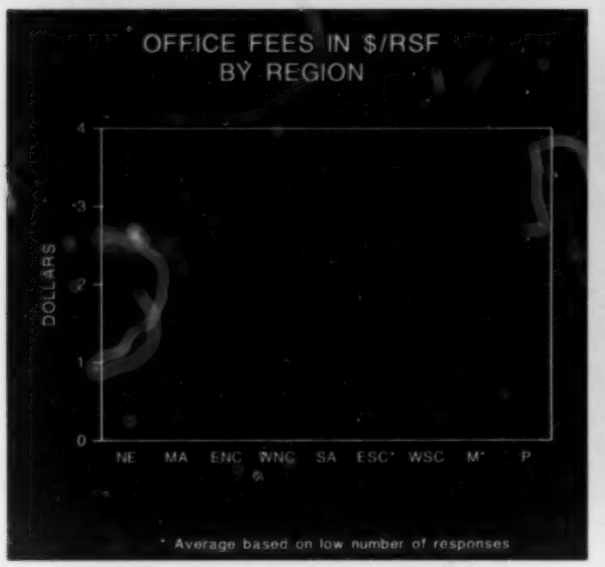
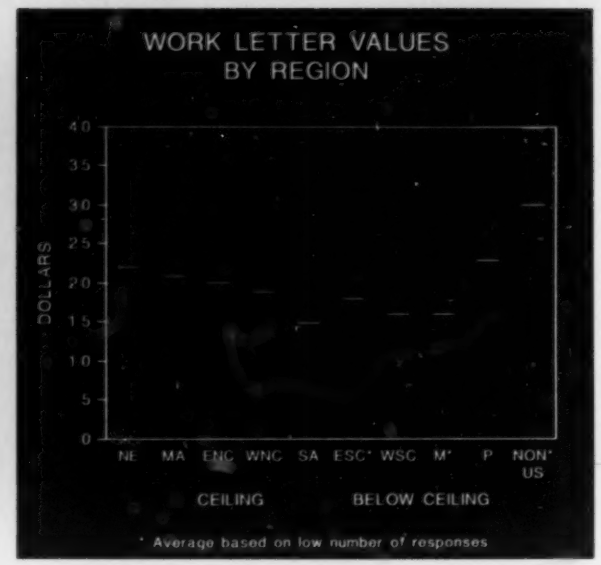


CHART TWELVE



rentable sq. ft., quite a bit higher this year than last. Given that the work letter is lower for the Top 100 firms, it is safe to assume that the smaller leases worked on by the smaller firms are the ones getting the larger work letters (CHART TWELVE).

Average salaries have risen, as mentioned before, in all categories. The Middle Atlantic region continues to have the highest salaries but, compared to last year, the rest are more evenly distributed (CHART THIRTEEN).

Conclusions

The most respected firms for 1991, as voted by these 200 firms, are Gensler, ISD, Kohn Pederson Fox Conway, Skidmore Owings & Merrill, and Gwathmey Siegel.

The firms considered to be the best managed are Gensler, Skidmore Owings & Merrill, Kohn Pederson Fox Conway, Hellmuth Obata & Kassabaum and RTKL.

The installations chosen as this year's best are: Deloitte & Touche in Connecticut, by Peter Pran and Carlos Zapata; Baker & Botts (see *Interior Design*, May 1990) and Apple Computer (see *Interior Design*, November, 1989), both in Dallas, both by Gensler; and Walt Disney World Casting Center in Florida by Robert A.M. Stern.

This may be the last of the good years in this field for some time. Firms are shrinking and cutting their prices in order to position themselves for the coming hard times. It will require every bit of knowledge, finesse and skill to do well in the coming years. We hope this series of articles will help you to do so. □

Andrew Loebelson is vice president of domestic facilities at Salomon Brothers, the New York investment banking firm.

Information compiled by Deana L. Luzzi.

Reprints of this article are available for $2 each through Deana Luzzi at Interior Design, *249 West 17th Street, New York, NY 10011, (212) 463-6675.*

The interior design fees on the following listings represent interior design work only (excluding hospitality and residential interiors and architecture). All figures have been rounded off for the purpose of this listing. — ED.

CHART ELEVEN

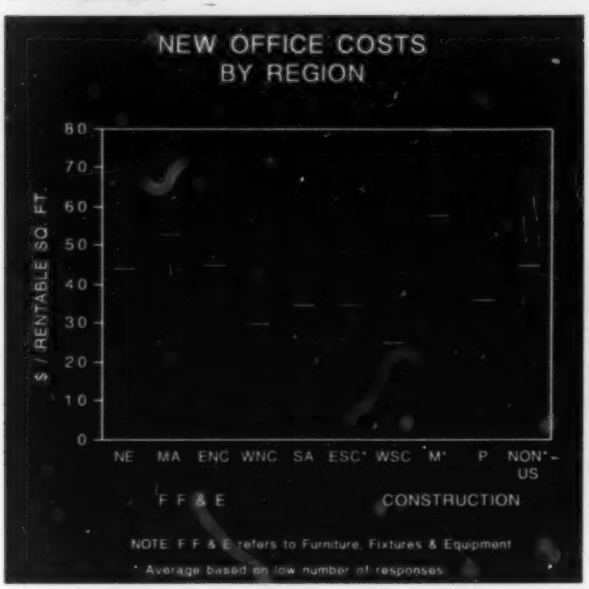
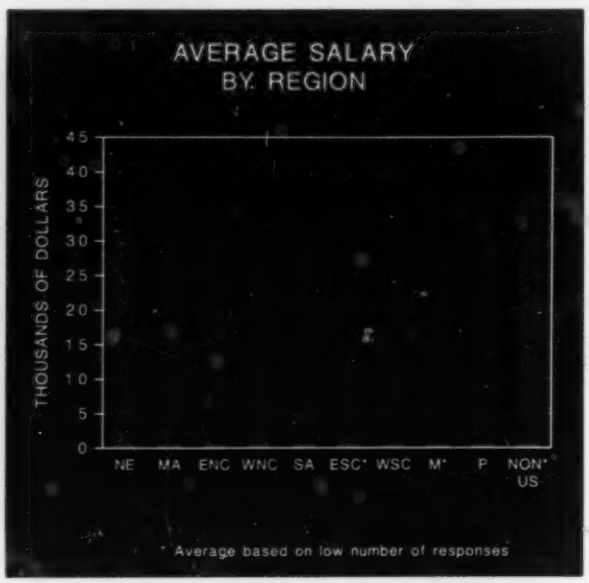


CHART THIRTEEN



KEYS

- OFFICE PLANNING FIRMS
- GENERALISTS
- STORE PLANNING FIRMS
- MEDICAL SPECIALISTS

100 INTERIOR DESIGN GIANTS OF 1991

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1991 (1990)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA						1990 INSTALLATIONS	1991 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
1 (1)	**Gensler and Associates/ Architects** San Francisco Denver, Houston, New York, Los Angeles, Washington, DC; Irvine, CA; London	44.80	63.94	668.0	11.54	9 PP 81 PM 55 JC 39 SDR 79 JDR	NA 78 53 45 45	143 120 83 65 65	137 DES 85 JD 27 CADD 15 MBD 686 TID	53 53 48 40 —	93 53 70 — —	J.P. Morgan & Co., New York Oracle Corp. 400/500, Redwood City, CA First American Bank of Virginia, McLean, VA Cravath, Swaine & Moore, New York Pacific Enterprises, Los Angeles	Bank of America, San Francisco Moscone Convention Center, San Francisco Citizens & Southern Georgia Corp., Atlanta Society National Bank, Cleveland Oracle Corp. 300, Redwood City, CA
2 (3)	**CRSS Inc.** Houston Atlanta, Chicago, Denver, New York, Phoenix, Miami, Los Angeles, Irvine, CA; Washington, DC; Austin, TX; Savannah, GA	26.42	293.61	411.1	15.54	3 PP 9 PM 8 JC 4 SDR 6 JDR	NA 48 44 42 28	120 80 65 65 45	10 DES 12 JD 12 CADD 7 MBD 77 TID	41 28 28 48 —	60 45 50 — —	IBM Westlake, Westlake, TX Disney World headquarters, Orlando, FL Hunt Consolidated, Dallas Anaheim Center, Anaheim, CA Texas Commerce Bank, Houston	IBM Austin, Austin, TX West Hollywood Civic Center, West Hollywood, CA Orlando City Hall, Orlando, FL Utility Office Building, Miami 1177 West Loop South Building, Houston
3 (2)	**Swanke Hayden Connell Architects** New York London, Chicago, Miami, Washington, DC	25.60	32.00	440.0	4.00	8 PP 16 PM 9 JC 4 SDR 11 JDR	NA 54 47 42 27	175 125 90 75 55	19 DES 23 JD — CADD 8 MBD 118 TID	57 26 — 50 —	118 60 — — —	Coopers & Lybrand, New York & Washington, DC Proskauer, Rose, Goetz & Mendelsohn, New York Dreyfus Corporation, New York Milbank, Tweed, Hadley & McCloy, New York RJR Nabisco, New York	Bertelsman Inc., New York Credit Suisse, London American Express, London IBM International, Tarrytown, NY Washington National Insurance, Evanston, IL
4 (11)	**R.J. Pavlik, Inc., D/B/A The Pavlik Design Team** Ft. Lauderdale, FL London, Tokyo	18.42	18.61	318.2	6.92	3 PP 18 PM 15 JC 17 SDR 20 JDR	NA 68 49 44 29	175 125 85 80 55	8 DES 10 JD 5 CADD — MBD 101 TID	80 33 39 — —	125 60 60 — —	Belk's, Raleigh, NC Dayton Hudson, Oakland, MI Foley's, Arlington, TX Lord & Taylor, Tyson, VA Strawbridge & Clothier, Cherry Hill, NJ	Belk's, Raleigh, NC Dayton Hudson, Detroit Lord & Taylor, St. Louis Maison Blanche, Jacksonville, FL Strawbridge & Clothier, Philadelphia
5 (5)	**Hellmuth, Obata & Kassabaum Inc.** St. Louis New York, San Francisco, Dallas, Tampa, Los Angeles; Washington, DC; London	16.79	83.00	276.9	4.35	9 PP 18 PM 16 JC 9 SDR 3 JDR	NA 53 44 34 20	143 104 81 70 45	26 DES 27 JD 2 CADD 7 MBD 127 TID	43 29 31 43 —	81 55 50 68 —	Mobil Oil Company, Fairfax, VA MCI, Richardson, TX DuPage County Judicial/Office Facility, Wheaton, IL American President Companies, Oakland, CA British Petroleum headquarters, London	Oryx Energy Company, Dallas Sun Microsystems, Newark, CA Moore Business Forms headquarters, Lake Forest, IL Exxon headquarters, Irving, TX Campbell Soup Company, Camden, NJ
6 (6)	**I S D Incorporated** New York Chicago, Houston, Los Angeles	16.73	17.61	300.0	6.00	17 PP 37 PM — JC — SDR — JDR	NA 44 — — —	150 76 — — —	51 DES 59 JD 11 CADD 9 MBD 238 TID	43 23 25 34 —	71 40 43 — —	American Medical Association, Chicago Sidley & Austin, Chicago The Walt Disney Company, Burbank, CA USF&G, Baltimore Doubletree Post Oak, Houston	Hunton & Williams, Richmond, VA Brookhollow Marriott, Houston Dain Bosworth Incorporated, Minneapolis Milbank, Tweed, Hadley & McCloy, Los Angeles Bank One, Texas, N.A., Houston
7 (9)	**Leo A. Daly** Omaha, NE Atlanta, St. Louis, Phoenix, Los Angeles, San Francisco, Seattle, Honolulu, Tokyo, Washington, DC, Singapore, Hong Kong	14.84	45.00	282.8	5.48	— PP 7 PM 6 JC 7 SDR 5 JDR	— 63 56 38 29	— 100 90 60 45	23 DES 6 JD 8 CADD — MBD 67 TID	41 29 34 — —	65 45 45 — —	ConAgra corporate headquarters, Omaha, NE UCLA/Engineering & Applied Sciences, Los Angeles Ilikai Hotel - public spaces, Honolulu Tung Wah Hospital, Hong Kong Cooperative Finance Corporation, Fairfax County, VA	U.S. Customs House, St. Louis Fed'l Communications Commission, Washington, DC 1200 Landmark Center, Omaha, NE SEA-TAC International Airport, Seattle Mervyn's Department Store, Spokane, WA
8 (47)	**Sverdrup Corporation** St. Louis New York, San Francisco, Boston, Seattle, Phoenix, Dallas, Washington, DC; Orlando, FL; Nashville, TN	14.35	224.27	168.1	6.10	10 PP 20 PM 39 JC 20 SDR 20 JDR	NA 50 42 30 20	100 78 75 45 40	75 DES 25 JD 18 CADD 11 MBD 238 TID	32 22 25 NA —	55 50 50 — —	Ernst & Young, multiple locations Eli Lilly & Company, Indianapolis Schnuck Markets, Inc. corporate HQ, St. Louis US Air Force, multiple locations US State Dept./US Embassies, multiple locations	Ernst & Young, multiple locations McDonnell Douglas, multiple locations Novadyne, Santa Ana, CA The Daniel and Henry Company, St. Louis General Services Administration, multiple locations

NA indicates information not available — indicates information not applicable to category and/or firm

9 (33)	**Space Design International, Inc.** Cincinnati Los Angeles, New York	14.00	16.30	163.0	7.50	29 PP 30 PM 10 JC 14 SDR 26 JDR	NA 60 39 36 21	125 78 63 58 43	22 DES 26 JD 12 CADD 9 MBD 217 TID	38 21 26 40 —	63 43 45 65 —	Pa Bergner & Co., multiple locations Bloomingdale's, West Palm Beach, FL Clearwater Mall, Clearwater, FL Duty Free Shoppers, Honolulu Maison Blanche, multiple locations	Lazarus Tri-County Mall, Cincinnati Broward Mall, Plantation, FL Myer Stores, Australia Coronado Center, Albuquerque, NM John Wanamaker, multiple locations
10 (10)	**WalkerGroup/CNI** New York Los Angeles, Tokyo, London	13.00	14.25	172.0	3.10	7 PP 18 PM 18 JC 34 SDR 24 JDR	NA 69 47 42 28	200 150 110 90 50	8 DES 14 JD 5 CADD 5 MBD 140 TID	57 29 40 91 —	90 70 70 — —	Saks Fifth Avenue, New York John Wanamaker, Philadelphia Rustan, Manila, Philippines Broadway, Santa Barbara, CA Universal Studios, Orlando, FL	Bank of New Zealand, New Zealand Galeries Lafayette, New York Autopolis Hotels, Japan John Wanamaker, multiple locations Parisian Department Stores, multiple locations
11 (26)	**SCR Design Organization, Inc.** New York London, Tokyo	12.83	13.50	156.6	4.50	4 PP 12 PM 6 JC 11 SDR 8 JDR	NA 59 44 39 30	NA 95 85 75 75	19 DES 5 JD 6 CADD 2 MBD 77 TID	47 28 36 NA —	80 85 85 — —	Citicorp, New York Penguin USA, New York The Omnicom Group, New York VNU Business Information Services Inc., New York Health & Tennis Corp. of America, New York	Philip Morris Inc. headquarters, Rye Brook, NY Katz Communications, New York Maxwell/MacMillan Group headquarters, New York Elizabeth Arden Inc. headquarters, New York William Morrow & Co., Inc., New York
12 (8)	**Mancini • Duffy Associates** New York Philadelphia, Miami, Tokyo, Hicksville, NY; Parsippany, NJ; Lake Success, NY; Boca Raton, FL	12.35	14.00	423.0	4.70	8 PP 26 PM 5 JC 8 SDR 13 JDR	NA 60 50 35 25	100 85 70 60 50	14 DES 33 JD 14 CADD 5 MBD 146 TID	50 35 30 50 —	75 55 50 — —	U.S. Trust, New York Arthur Andersen, New York CIGNA, Philadelphia ISO, New York Marsh and McLennon, New York	World Trade Center, Osaka, Japan Lebnar Friedman, New York International Conference Center, Yokohama, Japan Neuberger Berman, New York Societe Generale, New York
13 (7)	**ODA/Environetics, Inc.** New York Los Angeles, Mexico City, London, Sydney & Melbourne, Australia	11.68	11.92	260.0	4.61	13 PP 28 PM 5 JC 22 SDR 12 JDR	NA 55 40 35 25	150 95 NA 65 43	38 DES 11 JD 15 CADD 8 MBD 175 TID	43 25 35 50 —	66 NA 65 — —	Gibbs & Cox, New York Deloitte & Touche, New York USLIFE Corp., New York Bank Leumi, New York	Montrose Realty, New York Broad, Inc., New York NYANA, New York Ultimate Data Systems, Wilton, CT
14 (13)	**RTKL Associates, Inc.** Baltimore Dallas, Los Angeles, London, Tokyo, Washington, DC; Ft. Lauderdale, FL	10.71	70.00	227.1	5.21	— PP 9 PM 12 JC — SDR — JDR	— 45 35 — —	— 100 72 — —	17 DES 12 JD — CADD — MBD 54 TID	38 31 — — —	75 60 — — —	Bank One, Dallas Fairfax County Government Center, Fairfax, VA Hyatt O'Hare ballroom addition, Chicago Fairfax Office Building B-3, Fairfax, VA IBM Offices, Hagerstown, MD	T. Rowe Price Associates, Baltimore T. Rowe Price Associates, Owings Mills, MD Team Bank, Dallas Bank One headquarters, Cleveland IBM/Kodak, Greece, NY
15 (24)	**Architectural Interiors, Inc./ Interior Design, Inc.** Chicago & Los Angeles London, New York, Paris, Warsaw, Tel Aviv	9.50	9.50	150.0	3.80	12 PP 14 PM 10 JC 12 SDR 9 JDR	NA 60 45 40 37	150 90 75 70 65	10 DES 20 JD 12 CADD 6 MBD 125 TID	33 25 NA 50 —	60 50 NA 80 —	The Northern Trust Company, Chicago CC Industries, Inc., Charlotte, NC & New York Hewlett-Packard, St. Louis & London Federal Deposit Insurance Corporation, Rosemont, IL First Interstate Bank, Los Angeles	Chicago Public Library, Chicago Tellabs, Inc., Bolingbrook, IL Colgate-Palmolive, New York Sears Merchandise Group, Hoffman Estates, IL City of Los Angeles, Los Angeles
16 (30)	**The Miller Organization Inc.** New York	9.28	9.28	156.0	3.80	4 PP 5 PM 3 JC 5 SDR 8 JDR	NA 55 46 37 27	150 93 90 70 70	9 DES 5 JD 6 CADD 1 MBD 50 TID	47 32 27 60 —	90 70 70 — —	Merrill Lynch & Co., Inc., Princeton, NJ Nomura International, London Drexel Burnham Lambert, multiple locations Shearson Lehman Brothers, New York America West Airline Terminal, New York	HSEB/SUNY, Brooklyn, NY Mark Twain Longevity Center, Hartford, CT Morgan Bank, Brussels, Belgium Shearson Lehman Hutton, New York Dean Witter Reynolds, multiple locations
17 (85)	**Ellerbe Becket, Inc.** Minneapolis, Los Angeles, New York, Washington, DC; Kansas City, MO	9.26	77.19	237.7	3.11	3 PP 12 PM 7 JC 5 SDR 4 JDR	NA 53 39 31 26	100 83 65 [illegible] [illegible]	31 DES 14 JD 5 CADD 3 MBD 87 TID	46 24 26 45 —	66 40 49 — —	Ronald Reagan State Office Bldg., Los Angeles Princess Cruises/Crown Princess, Los Angeles Hawaii Prince Hotel, Honolulu William Beaumont Hospital, Royal Oaks, MI Memorial Medical Center, Peoria, IL	Federal Building Courthouse, Los Angeles Madison Square Garden, New York Princess Cruises/Regal Princess, Los Angeles IBM, Minneapolis Mayo Medical Center, Rochester, NY
18 (29)	**Perkins & Will** Chicago New York, Washington, DC, London	9.16	35.19	315.0	8.75	3 PP 10 PM 8 JC 14 SDR — JDR	NA 55 40 35 —	160 100 90 80 —	38 DES 21 JD 9 CADD 3 MBD 112 TID	37 25 25 35 —	80 55 70 — —	Hotel Macklowe, New York Arthur J. Gallagher & Company, Itasca, IL Continental Bank, Chicago Illinois Institute of Technology, Wheaton, IL AT&T Data Center, Naperville, IL	Umm Al-Qura University, Mecca, Saudi Arabia W.W. Grainer Company, Mettawa, IL Kraft General Foods, Northfield, IL A.T. Kearny, Inc., Chicago Sara Lee Corporation, Chicago
19 (35)	**NBBJ Interiors** Seattle San Francisco, New York, Columbus, OH; Tuscon & Phoenix, AZ; Charlotte, NC; Charleston, SC	9.11	47.20	120.0	4.90	6 PP 12 PM 6 JC 6 SDR 8 JDR	NA 42 34 36 23	113 72 58 62 40	14 DES 5 JD 8 CADD 2 MBD 72 TID	39 22 26 45 —	68 38 45 77 —	Eddie Bauer - regional stores, multiple locations Squire, Sanders & Dempsey, Columbus, OH State Automobile Insurance Co., Columbus, OH Bank Of Guam, Agana, Guam Federal Reserve Bank of San Francisco, Seattle	Univar Corporation headquarters, Kirkland, WA Loma Linda Univ. Medical Center, Loma Linda, CA CH2M Hill regional headquarters, Bellevue, WA Athens Mental Health Center, Athens, OH Veterans' Administration Medical Center, Dayton, OH
20 (27)	**The Hillier Group** Princeton, NJ Philadelphia	9.07	27.27	125.0	1.80	2 PP 7 PM 11 JC 9 SDR 1 JDR	NA 55 40 38 25	175 95 75 70 45	17 DES 5 JD — CADD 1 MBD 57 TID	34 23 — 50 —	63 40 — — —	Dun & Bradstreet Software, Framingham, MA Bristol-Myers Squibb, Lawrenceville, NJ American Re-Insurance, Plainsboro, NJ Janssen Pharmaceutica, Hopewell, NJ Towers Perrin, Philadelphia	CoreStates Financial Corp., Philadelphia Bell Atlantic, Philadelphia American Re-Insurance, Plainsboro, NJ Merck & Company Inc., West Point, PA CIGNA / Eagle Lodge, Philadelphia

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

RANK 1991 (1990)	FIRM NAME / HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA						1990 INSTALLATIONS	1991 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
21 (28)	**Retail Planning Associates (RPA)** Columbus, OH New York, Seattle, Atlanta, Boston, London, Melbourne, Australia	8.59	10.67	84.1	2.73	3 PP 6 PM 3 JC 7 SDR 11 JDR	NA 65 40 35 25	150 115 65 60 40	18 DES 6 JD 2 CADD 7 MBD 73 TID	48 35 25 75 —	75 60 38 — —	Sears Mexico, Mexico City Antilla, Helsinki, Finland Brookstone, Peterborough, NH Jusco, Tokyo U.S. Postal System, Washington, DC	Herman's Sporting Goods, Carteret, NJ Citibank, New York Chase Bank, New York Royal Bank of Canada, Montreal Metropolitan Museum of Art, New York
22 (18)	**HLW Architecture Engineering Planning Interiors** New York Basking Ridge, NJ; Al-Khobar, Saudi Arabia	8.23	23.50	131.6	2.19	4 PP 7 PM 12 JC 15 SDR 6 JDR	NA 68 44 37 31	175 125 80 68 56	9 DES 2 JD — CADD 2 MBD 65 TID	43 28 — 33 —	79 52 — 60 —	SIAC, Brooklyn, NY Exxon International, Florham Park, NJ Keio Gijuku New York Gakuin, Harrison, NY Mellon Bank, Ridgefield Park, NJ Kansallis Osake Pankki, New York	Schering-Plough DDF, Kenilworth, NJ Federal Reserve Bank, East Rutherford, NJ IRS, Brooklyn, NY
23 (20)	**Reel/Grobman & Associates** Los Angeles San Francisco, San Jose & Santa Ana, CA	8.00	8.00	175.0	2.50	5 PP 7 PM 6 JC 10 SDR 8 JDR	NA 65 45 40 27	125 90 70 65 50	26 DES 22 JD 10 CADD 3 MBD 115 TID	44 27 30 48 —	70 50 55 — —	Spelling Entertainment, Inc., Los Angeles Knapp, Petersen & Clarke, Glendale, CA Ernst & Young, San Jose, CA Sony Transcom, Irvine, CA Oracle Corporation, multiple locations	Southern California Gas Company, Los Angeles Pyramid Technology, San Jose, CA Unocal Corporation, Brea, CA Tandem Computer, San Francisco American Cancer Society, San Francisco
24 (39)	**Robinson Mills + Williams (RMW)** San Francisco San Jose, Sacramento, Walnut Creek & Santa Rosa, CA	7.88	9.03	112.0	3.02	5 PP 14 PM 12 JC — SDR 4 JDR	NA 56 34 — 25	135 95 55 — 43	18 DES — JD — CADD 3 MBD 67 TID	39 — — NA —	70 — — — —	Bramalea City Center, Oakland, CA Pomare Stores, Honolulu Hahn's Village Shopping Center, Corte Madera, CA Temple Emanu-El, San Francisco KPMG Peat Marwick, Sacramento, CA	Sybase offices, Emeryville, CA Liberty House, Honolulu Kron Television, San Francisco US Postal Service, San Francisco Kaiser Hospital, Walnut Creek, CA
25 (19)	**Howard Needles Tammen & Bergendoff** Kansas City, MO Phoenix, Los Angeles, Seattle, Boston, Milwaukee, Indianapolis, Alexandria, VA	7.69	31.70	39.0	1.65	2 PP 1 PM 3 JC 1 SDR 1 JDR	NA 52 38 40 20	90 80 60 60 30	3 DES 1 JD 1 CADD 1 MBD 15 TID	33 25 30 50 —	50 40 50 80 —	Anaheim Convention Center, Anaheim, CA Central States, Rosemont, IL Arizona State Supreme Courts, Phoenix Jewish Community Center, Overland Park, KS Juvenile Detention Center, Indianapolis	Indiana State Office Building II, Indianapolis Providence Convention Center, Providence, RI Bank of America Operations Center, Mesa, AZ Ohio Department of Transportation, Mansfield, OH United Telecom, Kansas City, MO
26 (32)	**Smith, Hinchman & Grylls Associates, Inc.** Detroit Phoenix, Washington, DC	7.61	33.10	152.2	5.05	2 PP 5 PM — JC — SDR — JDR	NA 55 — — —	130 85 — — —	11 DES 3 JD 3 CADD 1 MBD 27 TID	43 30 30 45 —	65 45 45 70 —	SH&G offices, Detroit BASF, R&D Center expansion, Southfield, MI Univ. of IL/Biotechnology Lab, Urbana-Champaign, IL Upjohn Chemical Research Lab, Kalamazoo, MI FBI field offices, multiple locations	Cleveland Hopkins Airport renovation, Cleveland Philips Components CRT Manuf. Fac., Saline, MI NBD Bancorp Technology Ctr., Van Buren Twp., MI Dickinson Wright Law offices, Detroit Univ. of CA/Material Science Lab, Los Alamos, NM
27 (—)	**Beyer Blinder Belle, Architects & Planners** New York	7.61	13.35	144.4	1.87	2 PP 2 PM 3 JC 2 SDR 2 JDR	NA 63 47 40 26	170 135 95 75 55	3 DES 4 JD — CADD — MBD 19 TID	55 27 — — —	110 55 — — —	Ellis Island Nat'l Museum of Immigration, New York Harborside Financial Center, Jersey City, NJ 589 Fifth Avenue, New York JenkinsCourt, Jenkinstown, PA Della Femina Travisano, New York	Denver Performing Arts Center, Denver Queens College, Flushing, NY 609 Fifth Avenue, New York Henri Bendel, New York James J. Howard Marine Labs, Sandy Hook, NJ
28 (36)	**Griswold, Heckel & Kelly Associates, Inc. (GHK)** Chicago New York, Boston	7.50	8.50	300.0	5.00	9 PP 15 PM 12 JC 12 SDR 20 JDR	NA 46 39 37 21	108 83 60 50 35	32 DES 10 JD 8 CADD 5 MBD 138 TID	30 21 33 35 —	55 33 45 — —	Navistar, Chicago State Street Bank, Boston Deloitte & Touche, New York Andersen Consulting, Florham Park, NJ Van Den Bergh Foods, Lisle, IL	Ernst & Young, Boston Munich American, New York Sterling Drug, New York Heller Financial, Chicago Unocal Corp., Schaumburg, IL
29 (22)	**The Callison Partnership, Ltd.** Seattle San Diego	7.45	19.60	100.0	2.00	2 PP 24 PM 8 JC — SDR — JDR	NA 38 24 — —	100 70 55 — —	52 DES 26 JD 3 CADD — MBD 118 TID	26 20 24 — —	53 35 40 — —	Nordstrom-Garden State Plaza, Paramus, NJ Nordstrom Credit Center, Denver Sea-Tac Holiday Inn, Seattle Boeing Employee Credit Union, Tukwila, WA Graham & Dunn Law offices, Seattle	Tyler Mall, Riverside, CA Benson Hotel, Portland, OR Nordstrom Menlo Park, Edison, NJ Preston Thorgrimson Shidler Gates & Ellis, Seattle Washington Mutual Savings Banks, Seattle
30 (41)	**The Phillips Janson Group Architects, P.C.** New York	7.09	7.09	82.5	1.95	4 PP 18 PM 7 JC 6 SDR 3 JDR	NA 50 40 35 25	138 95 68 60 40	12 DES 5 JD 2 CADD 3 MBD 74 TID	45 25 NA 40 —	85 55 70 — —	Time Warner Inc: Magazine Group, New York Nikon Inc., Melville, NY Bankers Trust Company, New York New York Chamber of Commerce, New York Unicef, New York	American Banker Bond Buyer, New York B P I Communications, New York Time Warner Inc., New York Rolling Stone US, New York Bankers Trust Company, New York
31 (23)	**Jung/Brannen Associates, Inc.** Boston New York, Hartford, CT	6.84	15.91	65.0	1.95	1 PP 2 PM 2 JC 1 SDR — JDR	NA 49 39 30 —	150 95 65 58 —	5 DES 4 JD — CADD — MBD 18 TID	39 26 — — —	65 47 — — —	Aetna Home office renovation, Hartford, CT New England Telephone Phase One, Boston MGH Labs, Boston Florida Progress, St. Petersburg, FL Citizens Bank, Providence, RI	New England Telephone Phase Two, Boston Trinity Street, Hartford, CT Raytheon executive headquarters, Lexington, MA Merrill Lynch, Houston Massachusetts Financial Services, Boston

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32 (—)	**Kajima International, Inc.** Fort Lee, NJ Los Angeles, Chicago, Atlanta, Detroit, Dallas, Charlotte, NC; W. Palm Beach, FL	6.68	13.46	66.3	1.45	2 PP 5 PM 4 JC 4 SDR 2 JDR	NA 60 35 28 20	150 105 66 66 45	4 DES 3 JD 6 CADD 8 MBD 44 TID	60 25 28 NA —	86 45 54 — —	The Fuji Bank, Ltd., New York Yasuda Fire & Marine Insurance Company, New York River Vale Country Club, River Vale, NJ Ritz Carlton Hotel, San Francisco Tokio Marine, Pasadena, CA	Los Angeles Children's Court, Monterey Park, CA Mazda Motors administration building, Flat Rock, MI Isuzu Technical Center, Plymouth, MI Felissimo, New York Mita Copystar, Greenville, SC
33 (21)	**HKS, Inc.** Dallas Los Angeles, Tampa, FL	6.60	55.00	105.0	6.10	— PP 7 PM 9 JC 6 SDR 7 JDR	— 40 30 25 20	— 77 58 48 39	12 DES 5 JD — CADD 1 MBD 51 TID	33 20 — 30 —	63 39 — 58 —	NCNB Texas, Dallas Winchester Medical Center, Winchester, VA DFW Hilton Executive Conference Center, Dallas Mobil Data Services, Ltd., London Mercy Hospital of New Orleans, New Orleans	Lincoln Towers, Ballston, VA Greyhound Dial Corporation, Phoenix Tandy Technology Center, Fort Worth, TX Lee Memorial Hospital, Fort Myers, FL Marquette General Hospital, Marquette, MI
34 (42)	**Interior Architects Inc. (IA)** San Francisco New York, Los Angeles, Washington, DC	6.60	6.60	90.0	2.70	7 PP 18 PM 7 JC 8 SDR 4 JDR	NA 45 32 29 25	90 80 57 52 45	14 DES 6 JD 4 CADD 4 MBD 89 TID	34 24 39 NA —	60 43 70 — —	Security Pacific National Bank, San Francisco Bank of America, Los Angeles Paul, Hastings Janofski & Walker, New York Rutgers University, New Brunswick, NJ Dean Witter regional headquarters, Los Angeles	Bank of America, Vacaville, CA VISA headquarters, San Mateo, CA Caltrans district regional headquarters, Oakland, CA Grubb & Ellis headquarters, San Francisco Goldman Sachs, New York
35 (139)	**Vocon Interiors, Inc.** Cleveland	6.56	11.50	19.3	2.74	1 PP 1 PM — JC — SDR — JDR	NA NA — — —	75 65 — — —	2 DES 1 JD 1 CADD 1 MBD 8 TID	NA NA NA NA —	58 45 55 — —	Ohio Motorists Association, multiple locations Villa Sancta Anna, Beachwood, OH Blue Cross/Blue Shield, Cleveland Ohio Veterans Home, Sandusky, OH Gateway Manor Congregate Living Fac., Euclid, OH	Security Federal, Mayfield Heights, OH Oberlin Clinic, Oberlin, OH Ohio Motorists Association, multiple locations Blue Cross/Blue Shield-Med Life, Cleveland Welsh Home, Rocky River, OH
36 (45)	**STUDIOS Architecture** San Francisco, Washington, DC, London New York, Paris	6.35	8.60	45.0	1.50	5 PP 18 PM 9 JC 15 SDR 16 JDR	NA 60 38 36 26	150 125 90 60 50	19 DES 16 JD 11 CADD 6 MBD 130 TID	44 26 35 31 —	70 50 65 — —	3Com Corporation headquarters, Santa Clara, CA Urban Land Institute headquarters, Washington, DC Apple Computer, Inc., Mountain View, CA Wilderness Society headquarters, Washington, DC Apple Computer, Inc., Paris	MCI Telecommunications Corp. HQ, Washington, DC Office of the Comptroller/Currency, Washington, DC British Aerospace, Inc., Loudoun County, VA Univ. of CA, Davis-Alumni & Visitor Ctr., Davis, CA Quantum Corp.-corporate & manuf. HQ, Milpitas, CA
37 (34)	**CUH2A** Princeton, NJ	6.25	25.00	NA	3.50	11 PP 2 PM 4 JC 2 SDR 3 JDR	NA 49 44 35 29	125 90 68 51 43	14 DES 6 JD 3 CADD 3 MBD 49 TID	39 22 35 35 —	54 33 43 — —	Hoechst-Celanese, Morristown, NJ DAMCO, Florham Park, NJ Merck & Company-Parkway Towers, Woodbridge, NJ Pitney Hardin Kipp & Szuch, Florham Park, NJ Sony Corporation, Montvale, NJ	Rorer Group, Inc. corporate HQ, Collegeville, PA BMW-North America, Inc. HQ, Woodcliffe Lake, NJ Falcon Jet Corporation, Paramus & Teterboro, NJ Pezrow, Ramsey, NJ OMR Systems, Inc., Princeton, NJ
38 (43)	**Henningson, Durham & Richardson, Inc. (HDR)** Omaha, NE Dallas, Alexandria, VA; Irvine, CA	6.16	30.80	87.3	2.18	— PP 3 PM — JC — SDR — JDR	— 60 — — —	— 108 — — —	4 DES 8 JD 7 CADD 2 MBD 26 TID	42 27 32 45 —	75 48 57 — —	St. Jude's Med. Ctr. Research Tower, Memphis, TN Huntington Memorial Hospital, Pasadena, CA Bowman Grey School-Med. Ctr., Winston Salem, NC Children's Hospital of Wisconsin, Milwaukee, WI Research & Engineering Building, Ft. Meade, MD	Shriners Hosp./Crippled Children, Galveston, TX Lutheran Hospital of Indiana, Ft. Wayne, IN St. Jude's Medical Center, Memphis, TN Asbury Salina Regional Medical Center, Salina, KS Kaiser Woodridge Medical Center, Woodridge, VA
39 (57)	**3D/International, Inc.** Houston Los Angeles, Phoenix, Seattle, Alexandria, VA; Sacramento, CA; San Antonio, TX; Hong Kong; London	6.07	28.84	105.0	3.26	4 PP 7 PM 8 JC 10 SDR 6 JDR	NA 65 45 35 30	150 100 70 55 48	14 DES 5 JD 7 CADD 5 MBD 74 TID	40 30 30 30 —	63 48 48 — —	Texaco USA, Houston Veterans Admin. Replacement Hospital, Houston Asian Development Bank, Manila, Philippines NCNB consolidation project, Houston Amoco consolidation project, Houston	J.I. Case corporate headquarters, Racine, WI First Interstate Operations Center, Houston M.W. Kellogg, Houston University of Texas Medical Center, Galveston, TX Fulbright & Jaworski expansion, Houston
40 (40)	**The Switzer Group Inc.** New York	6.00	6.00	150.0	2.70	5 PP 7 PM 4 JC 3 SDR 2 JDR	NA 60 50 45 30	150 100 90 75 55	4 DES 6 JD 3 CADD 2 MBD 48 TID	35 25 30 NA —	90 65 88 — —	NYNEX Mobile Communications, Orangeburg, NJ Knight Ridder, New York W. Gillean, New York Edison Federal Bank, New York Con Edison, New York	Chase Manhattan Bank, Brooklyn, NY Citibank, New York Blue Cross/Blue Shield, Newark, NJ EMI Music Worldwide, New York North General Hospital, New York
41 (31)	**The Architects Collaborative, Inc.** Cambridge, MA San Francisco	5.99	21.00	120.0	1.50	1 PP 6 PM 2 JC — SDR — JDR	NA 53 40 — —	150 95 75 — —	11 DES 5 JD 1 CADD 1 MBD 28 TID	43 25 30 40 —	75 45 50 — —	Northeastern University Library, Boston Camp Dresser & McKee Inc., Boston Kennedy School of Government, Cambridge, MA U.S. General Mail Facility, Worchester, MA UNUM corporate headquarters, Portland, ME	The Amiri Diwan, Kuwait Kuwait Postal Center, Kuwait U.S. Embassy, Cairo, Egypt Ministries-Public Works/Electric & Water, Kuwait Public Authority for Civil Information, Kuwait
42 (50)	**The Falick/Klein Partnership, Inc.** Houston Irvine & Oakland, CA	5.83	7.48	94.3	1.45	2 PP 10 PM 4 JC 20 SDR 12 JDR	NA 59 50 30 26	180 100 90 70 45	9 DES 3 JD 4 CADD 2 MBD 80 TID	45 26 23 NA —	80 45 55 — —	Mainland Center Hospital, Texas City, TX Northeast Medical Center Hospital, Humble, TX The Methodist Hospital, Houston Kaiser Permanente, Irvine, CA	Bartholomew County Hospital, Columbus, IN St. Joseph Hospital, Orange, CA DCH Regional Medical Center, Tuscaloosa, AL Christ Hospital and Medical Center, Oak Lawn, IL
43 (—)	**Stone, Marraccini & Patterson** San Francisco St. Louis, Santa Monica, CA	5.79	14.50	60.0	.88	1 PP 4 PM — JC 1 SDR 2 JDR	NA 43 — 38 25	NA 80 — 75 50	7 DES 4 JD — CADD 1 MBD 20 TID	41 25 — NA —	73 50 — — —	Robert A. Young Federal Building, St. Louis Nooney Corporate Offices, St. Louis Apple Computer regional office, St. Louis Div. of Workers' Compensation, Jefferson City, MO Surgical Office Suite, Univ. of CA, San Francisco	Univ./MO - Engineering Lab/Classes, Columbia, MO Old Warson Country Club, St. Louis Oppenheimer & Sons, St. Louis Thornton Hospital - Univ. Of CA, La Jolla, CA San Joaquin General Hospital, Stockton, CA

NA indicates information not available — indicates information not applicable to category and/or firm.

RANK 1991 (1990)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA						1990 INSTALLATIONS	1991 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG BILLING RATE $/HOUR		
44 (44)	**The International Design Group Inc.** Toronto New York, London	5.53	5.83	95.0	2.00	10 PP — PM — JC 20 SDR 20 JDR	NA — — 70 NA	140 — — 95 70	30 DES 3 JD — CADD — MBD 83 TID	50 35 — — —	70 70 — — —	Castle Court Shopping Centre, Belfast, Ireland One-Stop Perry Bar, Birmingham, England LCBO Vintages, Toronto Hazelton Lanes, Toronto Broque, Toronto	Sheppard Centre, Toronto Crawley Town Centre Mall, Crawley, England Santiago Shopping Centre, Santiago, Chile Titusville Town Centre, Titusville, FL The Market Place, Rochester, NY
45 (48)	**Jon Greenberg & Associates Inc.** Berkley, MI	5.21	5.32	93.1	2.98	2 PP 9 PM — JC — SDR — JDR	NA 45 — — —	141 95 — — —	14 DES 16 JD 5 CADD 2 MBD 60 TID	33 25 25 — —	68 58 58 — —	McAlpin's/div. of Mercantile Stores, Lexington, KY Joslin's/div. of Mercantile Stores, Denver Sears, Toronto Winkelman's/div. of Petrie Stores, Troy, MI Ringling Brothers, Barnum & Bailey, Washington, DC	Warner Brothers Inc., Los Angeles The Limited Inc., Columbus, OH Gitano, Edison, NJ Trans Work Music Corp., Albany, NY Blockbuster Entertainment Inc., Ft. Lauderdale, FL
46 (46)	**Greenwell Goetz Architects, PC** Washington, DC Vienna, VA	5.17	5.17	50.0	1.25	3 PP 8 PM 3 JC 8 SDR 6 JDR	NA 53 47 36 27	110 80 65 57 47	6 DES 5 JD — CADD 1 MBD 49 TID	42 26 — NA —	61 47 — 30 —	MCI, Vienna, VA Edison Electric Institute, Washington, DC Collier Shannon & Scott, Washington, DC Dominion Bank, Vienna, VA Pettit & Martin, Washington, DC	Morrison, Hecker, Curtis, et. al., Kansas City, MO Reston Town Center, Reston, VA Grumman, Herndon, VA Chevy Chase Pavilion, Chevy Chase, MD
47 (—)	**HGA Interiors - A Divison of HGA Architects & Engineers** Minneapolis Milwaukee, Denver	5.15	18.38	91.9	1.53	3 PP 2 PM — JC — SDR — JDR	NA 40 — — —	NA 70 — — —	5 DES 3 JD 1 CADD — MBD 14 TID	30 22 20 — —	45 35 30 — —	Briggs and Morgan law offices, Minneapolis Mackall, Crounse & Moore, Minneapolis 3M Company, St. Paul, MN Italian Community Center, Milwaukee Coldwell Banker office, Minneapolis	Covenant Medical Center, Waterloo, IA Owatonna Elementary & High School, Owatonna, MN Luther Residence Hall, Decorah, IA Minnesota History Center, St. Paul, MN 3M Company, St. Paul, MN
48 (37)	**Flad & Associates** Madison, WI Gainesville, FL; Greenwich, CT	5.11	14.60	43.2	1.69	6 PP 12 PM 7 JC — SDR 15 JDR	NA 50 42 — 18	100 75 65 — 30	6 DES 2 JD 5 CADD 5 MBD 63 TID	29 18 25 37 —	50 30 40 55 —	Northwestern Mutual Life, Milwaukee Pharmafair World headquarters, Tampa, FL Armstrong World Industries, Lancaster, PA Veterans Administration Medical Center, Tomah, WI Villa St. Francis Retirement Center, Milwaukee	Croixland Dog Track, Hudson, WI St. Elizabeth Hospital, Appleton, WI Boehringer Ingleheim, Ridgefield, CT St. Luke's Hospital, Davenport, IA Univ. of WI Center for Health Science, Madison, WI
49 (70)	**Burt Hill Kosar Rittelmann Associates** Butler, PA Philadelphia, Pittsburgh, Washington, DC; Fort Myers, FL	5.06	17.15	40.0	1.40	2 PP 18 PM — JC 2 SDR — JDR	NA 38 — 27 —	110 65 — 45 —	19 DES 4 JD 7 CADD 3 MBD 60 TID	34 20 24 34 —	63 40 40 — —	Ladbroke - OTB, Western Pennsylvania Koppers, Pittsburgh Biomedical Science Tower, Pittsburgh Servistar, Butler, PA NV Ryan, Eastern United States	Ohio Valley General Hospital, Pittsburgh D-Wing/Presbyterian Univ. Hospital, Pittsburgh US Air, San Diego Alcoa Management Information Services, Pittsburgh NV Ryan, Eastern United States
50 (49)	**Descon Interiors Incorporated** New York	4.75	4.80	85.0	1.50	4 PP 9 PM 1 JC 7 SDR 5 JDR	NA 50 75 35 20	NA 85 80 75 50	7 DES 4 JD 3 CADD 2 MBD 52 TID	53 25 25 45 —	78 55 45 65 —	Grey Advertising, New York New York State Department of Health, New York Image Bank, New York Metropolitan Transportation Authority, New York Union Carbide Corporation, Danbury, CT	Newport Center, Jersey City, NJ Grey Advertising, New York TWA Reservations, New York New York State Council on the Arts, New York
51 (71)	**Butler Rogers Baskett** New York	4.73	5.26	95.0	1.11	5 PP 7 PM 4 JC 5 SDR 6 JDR	NA 65 48 46 45	150 118 88 85 83	7 DES 7 JD 2 CADD 1 MBD 57 TID	45 28 39 NA —	82 51 62 — —	Dewey, Ballantine, Bushby, et. al., New York Morrison & Forester, New York Debevoise & Plimpton, New York Pennie & Edmonds, New York Whitman & Ransom, New York	Marks Murase & White, New York Banco Popular, Quito, Ecuador Anderson Kill Olick & Oshinsky, New York Fulbright Jaworski, New York
52 (38)	**DBI, Inc.** Washington, DC Tysons Corner, VA	4.68	4.93	68.0	2.60	2 PP 10 PM — JC — SDR 3 JDR	NA 46 — — 19	125 75 — — 34	7 DES 3 JD 7 CADD 3 MBD 42 TID	35 19 25 42 —	60 34 85 — —	Odin, Feldman & Pittleman, Fairfax, VA McDermott, Will & Emery, Washington, DC GEICO, Stafford County, VA Virginia Dept. of Transportation HQ, Fairfax, VA GTE, Rosslyn, VA	Bell Atlantic, Arlington, VA GSA, Washington, DC Software AG, Reston, VA VIKA, McLean, VA
53 (52)	**LCP Assoc. Inc.** New York	4.60	4.60	70.0	.75	5 PP 8 PM 1 JC 6 SDR 1 JDR	NA 58 55 45 28	150 100 80 85 50	6 DES 5 JD 5 CADD 1 MBD 42 TID	60 28 50 NA —	100 50 80 — —	Skadden Arps et. al., New York & Washington, DC Manhattan East Suite Hotel, New York Harborside Food Court, New Jersey Brown Raysman & Millstein, New York McDermott, Will & Emery, New York	Skadden Arps Slate Meagher & Flom, New York Cartier, New York The New Yorker Magazine, New York Rabobank Nederland, New York New York Stock Exchange, New York
54 (53)	**Associated Space Design, Inc.** Atlanta Tampa, FL; Washington, DC	4.47	4.70	88.0	3.01	7 PP 7 PM — JC — SDR — JDR	NA 35 — — —	105 70 — — —	19 DES 8 JD 3 CADD 1 MBD 57 TID	30 19 28 20 —	55 40 35 — —	AT&T regional headquarters, Atlanta IBM regional headquarters, Washington, DC Long, Aldridge & Norman, Atlanta First American Bank regional headquarters, Atlanta The Travelers Companies, Orlando, FL	A major entertainment company, Orlando, FL Banner Life, Rockville, MD The Travelers Companies, Tampa, FL Johnson & Higgins, Atlanta KPMG Peat Marwick, St. Petersburg, FL

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

55 (56)	**Staffelbach Designs and Associates, Inc.** Dallas	4.44	4.49	58.0	3.10	2 PP 8 PM 3 JC 4 SDR 3 JDR	NA 40 35 32 27	115 75 75 54 44	13 DES 8 JD 8 CADD 3 MBD 64 TID	34 19 25 38 —	62 32 56 — —	Vornado, Paramus, NJ Bozell, Inc., Dallas Mobil Oil Corporation, Dallas Pearle Vision, Dallas DSC Corporate Service, Dallas	GTE Telephone Operations headquarters, Irving,TX DSC Corporate Services, Dallas Bridge Oil, Dallas Rosewood Properties, Dallas Xerox, Dallas
56 (55)	**Interprise** Chicago, Dallas, Los Angeles, Oakbrook, IL	4.42	4.86	15.9	3.03	8 PP 17 PM — JC 8 SDR 4 JDR	NA 42 — 31 21	125 90 — 60 45	19 DES 4 JD 4 CADD 6 MBD 86 TID	30 20 30 38 —	55 40 60 — —	Lacera, Pasadena, CA Equity Group, Chicago The Staubach Company, Dallas Metromail, Lombard, IL FDIC, Dallas	McGladrey & Pullen, multiple locations Ericcson, Dallas Bank of Nova Scotia, Chicago Systems Software, Chicago 701 N. Brand, Glendale, CA
57 (60)	**Architectural Interiors Incorporated** Washington, DC	4.31	4.79	98.4	1.70	4 PP 6 PM — JC 8 SDR 12 JDR	NA 51 — 36 26	100 85 — 65 40	10 DES 14 JD 4 CADD 3 MBD 65 TID	34 26 28 28 —	65 40 50 — —	Freddie Mac headquarters, McLean, VA The Wyatt Co. corporate offices, Washington, DC Xerox Corporation corporate offices, Washington, DC Zenith Data Systems corporate offices, Herndon, VA Ford Motors-Gov't Relations offices, Washington, DC	Bureau of Labor Statistics HQ, Washington, DC American Red Cross headquarters, Washington, DC Capitol Senate Support Services, Washington, DC Freddie Mac corporate offices, Washington, DC Burns, Doane, Swecker & Mathis, Alexandria, VA
58 (63)	**Hansen Lind Meyer** Iowa City, IA Chicago, Denver, New York, Washington, DC; Orlando, FL	4.07	33.90	152.0	4.26	— PP — PM 4 JC — SDR 6 JDR	— — 19 — 35	— — 31 — 73	11 DES — JD — CADD — MBD 21 TID	23 — — — —	41 — — — —	US Postal Service Gen'l Mail Facility, Lake Mary, FL Federal Correctional Institution, Jessup, GA Veterans Administration Medical Ctr., Iowa City, IA NW Memorial/Prentice Women's Hospital, Chicago Miami Valley/Berry Women's Pavilion, Dayton, OH	Johns Hopkins Univ./Ross Research Bldg., Baltimore St. Luke's Med. Ctr./ Phys. office bldg., Chicago Iowa State Univ./Molecular Biology Bldg., Ames, IA Indiana Univ./Adult Ambulatory Care, Indianapolis Univ. of IA Hosp./Psychiatric Pavilion, Iowa City, IA
59 (86)	**Davis, Brody & Associates** New York	4.00	10.00	85.0	.95	5 PP 7 PM 10 JC 10 SDR 5 JDR	NA 50 40 30 25	150 100 70 50 45	15 DES 20 JD — CADD 2 MBD 94 TID	40 25 — NA —	70 45 — — —	Lincoln Center for the Performing Arts, New York 395 Hudson Street Associates, New York New York Public Library, New York Univ. of PA/Lader-Fischer Institute, Philadelphia	Baruch College Library, New York Harvard Univ./E. Quadrangle Research Fac., Boston SUNY-Buffalo, Natural Science Complex, Buffalo, NY National Multiple Sclerosis Society, New York Bronx Zoo - Astor Court restoration, Bronx, NY
60 (67)	**The Office of Pierce Goodwin Alexander & Linville** Houston Dallas & Grapevine, TX; Tampa, FL; Washington, DC	3.92	9.22	70.0	2.66	— PP 6 PM — JC 8 SDR — JDR	— 50 — 40 —	— 90 — 65 —	16 DES 8 JD 4 CADD 1 MBD 48 TID	35 25 30 28 —	65 45 50 — —	Panhandle Eastern, Houston Friendswood Development Co., Houston Univ. of TX/Emergency-Trauma Ctr., Galveston, TX SONAT, Houston Int'l Arrivals Building, Int'l Airport, Houston	Metropolitan WA Airport Authority, Washington, DC Space Center Houston, Houston Coopers & Lybrand, Houston Panhandle Eastern, Houston
61 (—)	**The Environments Group** Chicago	3.92	3.92	256.5	4.27	1 PP 15 PM 3 JC 8 SDR 3 JDR	NA 51 36 29 25	125 90 70 55 40	13 DES — JD — CADD 2 MBD 53 TID	32 — — NA —	55 — — — —	JMB Properties, Inc., Chicago Fujisawa USA, Deerfield, IL Kraft Foodservice, Phoenix, Baltimore & Glenview, IL AT&T, Chicago First Chicago Corporation, Chicago	Ameritech Center, Hoffman Estates, IL Kraft, Inc., Glenview, IL Dun & Bradstreet Software Systems, Oakbrook, IL Illinois Bell Telephone, Chicago Citibank, Chicago
62 (83)	**Ehrlich Rominger** Los Altos, CA Newport Beach, Sacramento & San Francisco, CA	3.90	13.00	150.0	4.00	4 PP 24 PM 12 JC 15 SDR 10 JDR	NA 70 45 38 20	105 95 85 71 40	17 DES 15 JD 10 CADD 6 MBD 146 TID	58 20 38 50 —	90 40 71 — —	NEC Mega Line Facility, Roseville, CA Hewlett-Packard, Roseville, CA Raychem Data Center, Menlo Park, CA Apple Computer-Manuf./Admin. Facility, Fremont, CA Low Security Inmate Housing, Santa Clara, CA	Advanced Cardiovascular Systems, Temecula, CA Puritan Bennett Admin./Manuf. Facility, Carlsbad, CA Nichols Research Institute, San Juan Capistrano, CA Univ. of CA/Davis Engineering Unit 2, Davis, CA Kaiser Central Valley Medical Center, Fresno, CA
63 (75)	**The Kling-Lindquist Partnership, Inc.** Philadelphia	3.85	35.00	85.0	2.28	1 PP 4 PM 2 JC — SDR — JDR	NA 63 NA — —	135 110 NA — —	9 DES — JD 3 CADD 2 MBD 21 TID	42 — 37 52 —	68 — 38 — —	Glaxo, Inc., Research Triangle Parks, NC Duane, Morris & Heckscher, Philadelphia Upjohn, multiple locations nationwide Merrill Lynch, Denver Morgan Lewis & Bockius, Philadelphia	New York Life, Clinton, NJ Schwartz Detweiller, Philadelphia
64 (66)	**Schafer Associates, Inc.** Oakbrook Terrace, IL	3.80	4.00	47.0	1.70	3 PP 10 PM 2 JC 3 SDR 5 JDR	NA 57 35 29 24	180 90 60 40 40	5 DES 6 JD — CADD 2 MBD 46 TID	37 23 — NA —	50 40 — — —	Belk's, Greensboro, NC Carson Pirie Scott, Lincolnwood, IL Boston Store, Milwaukee Younkers, Moline, IL Kinney Shoes, multiple locations	Marshall Field's, Oakbrook, IL Carson Pirie Scott, St. Charles, IL Sears Roebuck & Company, Bloomingdale, IL The Mall at Mazatlan, Mazatlan, Mexico Younkers, Omaha, NE
65 (—)	**Chaix & Johnson, Inc.** West Los Angeles Singapore	3.69	4.46	75.0	1.60	3 PP 6 PM 4 JC 4 SDR 13 JDR	NA 55 40 35 25	175 100 85 75 50	9 DES 3 JD — CADD 1 MBD 51 TID	51 30 — 30 —	88 50 — 50 —	Singapore International Airport, Singapore Daimaru, Tokyo Central WTC, Bangkok, Thailand Otaru Grand Hotel, Otaru, Japan Fabricas de Francia, Morelia, Mexico	Melbourne Central, Melbourne, Australia Forty Two Square, Los Angeles Yokohama Convention Center, Yokohama, Japan Daimaru, Melbourne, Australia Marui Imai, Otaru, Japan
66 (72)	**CHS/Sheridan, Inc.** New York Phoenix	3.68	4.60	300.0	1.00	3 PP 6 PM 1 JC 5 SDR 2 JDR	NA 50 NA 35 NA	100 90 60 50 25	3 DES — JD 2 CADD — MBD 25 TID	NA — NA — —	80 — 50 — —	Teachers Insurance & Annuity, New York Citibank/8 branches, New York Manufacturers Hanover Trust/5 branches, New York Olympia & York, New York CIGNA Insurance, New York	Teachers Insurance & Annuity, New York Citibank/8 branches, New York Manufacturers Hanover Trust/5 branches, New York Olympia & York, New York CIGNA Insurance, New York

NA indicates information not available — indicates information not applicable to category and/or firm.

RANK 1991 (1990)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA						1990 INSTALLATIONS	1991 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
67 (62)	**Deupi and Associates, Inc.** Washington, DC Arlington, VA	3.63	4.27	180.0	4.50	2 PP 13 PM — JC 8 SDR 3 JDR	NA 52 — 40 30	120 90 — 75 55	3 DES 2 JD 4 CADD 1 MBD 47 TID	50 30 30 40 —	75 50 60 — —	W*USA Broadcast Facility, Washington, DC Communication Workers of America, Washington, DC Dow, Lohnes & Albertson, Washington, DC Heron, Burchette, et al, Washington, DC NMTBA-Nat'l Assn./Manuf. Tech., Washington, DC	The Children's Defense Fund, Washington, DC Tobishima Atlantic, Inc., Washington, DC L'Enfant Plaza Properties, Washington, DC Equitec, Rockville, MD Dept./Commerce-Patent & Trademark, Arlington, VA
68 (54)	**Ryan Gibson Bauer Kornblath, P.A.** Middletown, NJ New York	3.42	6.00	35.0	1.00	2 PP 9 PM 6 JC 7 SDR 4 JDR	NA 67 53 37 20	150 100 75 65 45	6 DES 3 JD 4 CADD 3 MBD 56 TID	44 28 31 40 —	60 45 75 — —	Educational Testing Service, Princeton, NJ Wld. Trade Ctr.-Port Authority/NY & NJ, New York 111 Broadway, New York Information Technologies Center, NJIT, Newark, NJ Weight Watchers International HQ, Jericho, NY	Wld. Trade Ctr.-Port Authority/NY & NJ, New York Weight Watchers International HQ, Jericho, NY Nelson Hall - Rutgers University, Piscataway, NJ Information Technologies Center, NJIT, Newark, NJ PS 206 & PS 220, Queens, NY
69 (89)	**The Stubbins Associates, Inc.** Cambridge, MA	3.32	16.82	30.0	.60	2 PP 4 PM 1 JC 1 SDR 1 JDR	NA 55 48 38 32	NA 100 87 69 58	4 DES 1 JD — CADD 1 MBD 16 TID	42 30 — 35 —	76 54 — 63 —	Bank One, Indianapolis Atlantic Mutual Companies, Giralda Farms, NJ Suffolk County Jail, Boston Systems Mgmt. Engineering Facility, Bedford, MA Kimball/ARTEC showroom, Boston	Prudential Insurance Co. of America, Roseland, NJ Prudential Insurance Co. of America, Andover, MA Houghton Mifflin Company, Boston Suffolk County House of Corrections, Boston Charles Stark Draper Laboratory, Cambridge, MA
70 (74)	**Daroff Design Inc. & DDI Architects, PC** Philadelphia	3.29	4.40	175.0	2.50	5 PP 6 PM 4 JC 4 SDR 4 JDR	NA 50 50 50 30	185 100 90 80 50	6 DES 4 JD — CADD 4 MBD 42 TID	50 30 — 30 —	75 35 — — —	1818 Market Street renovation, Philadelphia Philadelphia Int'l Airport renovation, Philadelphia Capital Blue Cross headquarters, Harrisburg, PA Mobil Oil, multiple locations in PA & NJ Disney Hotel renovations, Orlando, FL	Philadelphia Int'l Airport renovation, Philadelphia Philadelphia Convention Center Hotel, Philadelphia Disney Hotel renovations, Orlando, FL Children's Seashore House Hospital, Philadelphia Sharples Alfa Laval, Warminster, PA
71 (77)	**O'Donnell Wicklund Pigozzi & Peterson Architects, Inc.** Deerfield, IL	3.26	12.10	31.9	5.17	— PP 5 PM — JC 1 SDR 1 JDR	— 50 — 42 19	— 70 — 75 44	14 DES 5 JD 1 CADD 1 MBD 29 TID	33 22 22 45 —	65 42 42 — —	Ravenswood Hospital Obstetrics Dept., Chicago Allstate Life, Deerfield, IL Silver Cross Hospital Emergency Room, Joliet, IL Wood Dale Police and Village Hall, Wood Dale, IL Franciscan Village, Lemont, IL	Zenith Data Systems, Buffalo Grove, IL Illinois Bell Telephone Learning Center, Chicago American Airlines, Chicago Village Inn, Lemont, IL Ela Public Library, Lake Zurich, IL
72 (—)	**Ridgway Associates** Los Angeles	3.20	3.20	35.5	.85	2 PP 5 PM 4 JC 2 SDR 1 JDR	NA 55 45 35 NA	125 80 65 50 NA	6 DES — JD 1 CADD 2 MBD 28 TID	48 — NA 45 —	70 — NA — —	R.H. Macy/Bullock's offices, Los Angeles Cadwalader, Wickersham & Taft, Los Angeles Coudert Brothers, Los Angeles Executive Suites, Los Angeles Massachusetts Mutual, Los Angeles	Shearman & Sterling, Los Angeles Wright, Robinson, McCammon, et. al., Los Angeles Bank of California, Los Angeles Sullivan Bluth Animation Studios, Burbank, CA
73 (110)	**Thompson, Ventulett, Stainback & Associates, Inc.** Atlanta	3.17	23.50	57.6	1.44	3 PP 6 PM 5 JC — SDR — JDR	NA 33 31 — —	NA 72 50 — —	8 DES 5 JD 2 CADD 1 MBD 30 TID	24 18 18 16 —	39 29 29 — —	IBM Entry Systems Division, Boca Raton, FL Haywood Mall, Greenville, SC Altamonte Mall, Orlando, FL Miami Beach Convention Center, Miami 5200 Waterford, Miami	IBM Wildwood, Atlanta Rockaway Mall renovation, Rockaway, NJ Regency Square renovation, Jacksonville, FL Chapel Hill Mall, Akron, OH Corporate Offices at Promenade, Atlanta
74 (79)	**The H. Chambers Company** Baltimore Lyford Cay, Nassau, N.P., Bahamas	3.13	3.91	63.6	1.15	3 PP 2 PM 7 JC 2 SDR 2 JDR	NA 50 39 32 19	125 95 80 50 45	6 DES 6 JD 1 CADD 2 MBD 55 TID	27 22 27 36 —	60 50 65 — —	Princess Cruise Lines/Crown, Trieste, Italy Philmont Country Club, Huntingdon Valley, PA Baltimore Gas & Electric Company, Baltimore Mercy Medical Center, Baltimore Edison Hotel, New York	Princess Cruise Lines/Regal, Trieste, Italy Penta Hotel, Newark Int'l Airport, Newark, NJ Mill River Club, Oyster Bay, Long Island, NY Sheraton Inner Harbor Hotel, Baltimore Bermuda Run Country Club, Winston-Salem, NC
75 (87)	**KZF Incorporated** Cincinnati	3.07	11.15	56.7	1.20	2 PP 3 PM — JC — SDR — JDR	NA 34 — — —	70 55 — — —	4 DES 2 JD 2 CADD 1 MBD 14 TID	29 NA NA NA —	45 33 40 65 —	Covington Landing, Covington, KY Cincinnati Bell Technical Center, Erlanger, KY Cincinnati Bell Information Systems, Cincinnati River Center Embassy Suites Hotel, Covington, KY Price Waterhouse offices, Cincinnati	Ohio Department of Transportation, Columbus, OH Community Ltd. Care Dialysis Center, Blue Ash, OH Frost & Jacobs Law offices, Cincinnati & Naples, FL Cincinnati Bell Information Systems, Cincinnati Univ./Cincinnati Health Professions Bldg., Cincinnati
76 (73)	**Wyatt Stapper Architects** Seattle	3.06	3.60	35.0	1.50	2 PP 9 PM — JC 8 SDR — JDR	NA 50 — 40 —	114 65 — 50 —	9 DES 6 JD 7 CADD 1 MBD 53 TID	38 26 30 45 —	55 40 46 65 —	Nike Incorporated, Beaverton, OR Heller Ehrman, Anchorage, AK Star Bucks, Seattle IBM, Kirkland, WA KPMG Peat Marwick, Seattle	McCaw Communications, Seattle Heller Ehrman, Seattle Metropolitan Federal Savings & Loan, Seattle Immunex, Seattle Haggen Foods, Bellingham, WA
77 (138)	**Naomi Leff & Associates, Inc.** New York San Francisco	2.88	3.20	19.0	.10	1 PP 1 PM 7 JC 4 SDR 3 JDR	NA 85 60 50 28	200 175 100 90 55	5 DES 6 JD — CADD 1 MBD 36 TID	50 26 — 35 —	90 50 — 50 —	Holt Renfrew Specialty Store, Toronto Holt Renfrew Specialty Store, Vancouver, BC Holt Renfrew Specialty Store, Calgary, Alberta Saks Fifth Avenue Boutiques, nationwide Emporio Armani, Toronto	Holt Renfrew Specialty Stores, Montreal Holt Renfrew Specialty Stores, Vancouver, BC

NA indicates information not available — indicates information not applicable to category and/or firm.

78 (88)	**Harley Ellington Pierce Yee Associates, Inc. (HEPY)** Southfield, MI Denver, Los Angeles, Seattle, Orlando, FL, Windsor, Ontario	2.87	14.51	37.0	.75	1 PP 1 PM — JC — SDR — JDR	NA NA — — —	NA NA — — —	3 DES 3 JD — CADD — MBD 8 TID	36 30 — — —	54 45 — — —	Chrysler Technology Center, Auburn Hills, MI Ford Motor Company, Dearborn, MI The Kellogg Company, Battle Creek, MI Plunkett & Cooney, Detroit Blue Cross Blue Shield of Michigan, Detroit	Chrysler Technology Center, Auburn Hills, MI St. Luke's Hospital, Saginaw, MI The Kellogg Company, Battle Creek, MI Ford Motor Company-Utica Trim Plant, Utica, MI St. Luke's-Labor Delivery Recovery, Saginaw, MI
79 (97)	**Einhorn Yaffee Prescott, Architecture/Engineering, PC** Albany, NY Washington, DC	2.85	10.54	36.8	.29	2 PP 2 PM — JC — SDR — JDR	NA NA — — —	115 85 — — —	5 DES 2 JD 2 CADD — MBD 14 TID	30 20 22 — —	45 35 37 — —	Albany County Courts, Albany, NY Sage Hall, Cornell University, Ithaca, NY VA Med. Ctr.-Psych. Outpatient Fac., Northport, NY Gen'l Electric Co.-Reception Ctr., Schenectady, NY NY State Education Bldg., 5th floor, Albany, NY	Ellis Hospital, Schenectady, NY Key Bank, Albany, NY Wellington Building, Albany, NY Gen'l Electric Co., corp. offices, Schenectady, NY Town of Colonie, Colonie, NY
80 (68)	**Russell Gibson von Dohlen** Farmington, CT White Plains, NY	2.85	5.70	84.0	2.80	— PP 2 PM 2 JC 1 SDR 1 JDR	NA 50 40 35 23	120 100 70 55 45	5 DES 8 JD — CADD — MBD 20 TID	38 25 — — —	66 45 — — —	CIGNA, Bloomfield, CT ABB Combustion Engineering, Windsor, CT United Technologies, Hartford, CT ACMAT Corp., New Britain, CT Ritz Paris, Greenwich, CT	Northeast Utilities, New Britain, CT CIGNA, Bloomfield, CT ADVO sales offices, multiple locations Johnson & Higgins, Hartford, CT Loctite Corporation, Newington, CT
81 (84)	**Eaton Design Group, Inc.** McLean, VA	2.76	2.76	35.7	1.05	3 PP 6 PM 2 JC 6 SDR — JDR	NA 35 27 25 —	125 55 48 54 —	6 DES — JD 5 CADD 2 MBD 35 TID	29 — 24 35 —	49 — 30 — —	F-25, Herndon, VA Institute for Defense Analyses, Alexandria, VA DARPA, Arlington, VA Betac Corporation, Arlington, VA CACI, Fairfax, VA	Mitre Corporation, McLean, VA DCA, Arlington, VA
82 (94)	**Ballinger** Philadelphia	2.75	11.00	235.0	3.70	— PP 5 PM — JC 2 SDR 2 JDR	— 50 — 30 22	— 80 — 48 35	8 DES 2 JD — CADD 1 MBD 24 TID	36 22 22 40 —	58 35 36 — —	Independence Blue Cross, Philadelphia Meridian Bank, Philadelphia Johnson & Johnson Cons. Prod., New Brunswick, NJ Ethicon, Somerville, NJ Bryn Mawr Hospital, Bryn Mawr, PA	Hershey Foods headquarters, Hershey, PA Hershey Foods Data Center, Hershey, PA Bryn Mawr Hospital/B&D wing, Bryn Mawr, PA Milford Hospital, Milford, DE Meridian Bank, Philadelphia
83 (90)	**Gresham, Smith and Partners** Nashville, TN Birmingham, AL; Jacksonville, FL	2.67	12.73	62.7	1.77	2 PP 6 PM — JC — SDR — JDR	NA 42 — — —	100 70 — — —	9 DES 6 JD 1 CADD 1 MBD 26 TID	35 25 NA NA —	60 40 NA — —	Alabama Judicial Center, Montgomery, AL Nemours Children's Clinic, Jacksonville, FL Service Merchandise, Nashville, TN Alexander and Alexander, Nashville, TN Strategic Health Clinic, Birmingham, AL	Bryce Hospital, Tuscaloosa, AL Waller Lansden Dorch & Davis, Nashville, TN Harwell Martin & Stegall, Nashville, TN
84 (92)	**Spillis Candela & Partners Interiors** Coral Gables, FL Orlando, Jacksonville & West Palm Beach, FL; Washington, DC	2.66	18.99	81.5	1.88	1 PP 7 PM 5 JC 4 SDR — JDR	NA 50 30 37 —	150 90 55 55 —	10 DES 5 JD 2 CADD 2 MBD 40 TID	34 21 30 42 —	57 38 55 — —	Barnett Banks, Inc., Jacksonville, FL South FL Water Mgmt. District, W. Palm Beach, FL Bacardi Imports, Inc., Miami AT&T, Orlando, FL Chandris Cruise Lines, Miami	The Watergate Hotel, Washington, DC Marathon Airport, Monroe County, FL Barnett Banks, Inc., Jacksonville, FL Banco Ganadero International, Miami School Board of Broward County, Ft. Lauderdale, FL
85 (164)	**CBT/Childs Bertman Tseckares & Casendino Inc.** Boston	2.66	8.00	31.0	.99	1 PP 4 PM 2 JC — SDR — JDR	NA 42 38 — —	150 105 85 — —	3 DES 3 JD 1 CADD — MBD — TID	42 30 32 — —	55 55 55 — —	Amica, Smithfield, RI Aldridge Eastman, Boston Rucker Anthony, Boston Dean Witter, multiple Northeast locations 116 Huntington Avenue, Boston	45 Milk Street, Boston American Express, Boston Coolidge Bank, Boston Milgrim Thomajon, Boston Parlin Library, Everett, MA
86 (114)	**Planned Expansion Group - Architects & Planners, PC** White Plains, NY	2.63	2.92	2.7	.55	2 PP 4 PM 5 JC 4 SDR 2 JDR	NA 60 45 45 25	150 100 75 75 40	4 DES — JD 4 CADD 1 MBD 30 TID	53 — 40 60 —	88 — 70 — —	Crosspoint Plaza, Naugatuck, CT Chubb Group Insurance Companies, White Plains, NY Cunard Line Limited, Long Island City, NY Country Road Australia, nationwide Oppenheimer & Co., Inc., New York	Ohioville Crossing, New Paltz, NY Combe, Inc., White Plains, NY Squadron Ellenhoff Plesent & Lehrer, New York Oppenheimer & Co., Inc., Ft. Lauderdale, NY IBM Corporation, White Plains, NY
87 (65)	**Gwathmey Siegel & Associates Architects** New York Bedford, NY	2.63	7.50	50.0	.70	2 PP 12 PM 5 JC 19 SDR 7 JDR	NA 70 50 45 35	225 125 85 60 30	— DES — JD 3 CADD — MBD 57 TID	— — 40 — —	— — 60 — —	Hanover House, Weehauken, NJ Janklow & Nesbit, New York Oberlin College dining student union, Oberlin, OH SBK Entertainment World, Inc., New York American Museum of the Moving Image, Astoria, NY	Guggenheim Museum, New York Busch-Reislinger Museum addition, Cambridge, MA PepsiCo, Inc., Purchase, NY Disney Convention Center, Orlando, FL Lexecon, Inc., Chicago
88 (—)	**Ted Moudis Associates** New York	2.61	2.75	28.5	1.09	1 PP 4 PM 4 JC 5 SDR 2 JDR	NA 45 35 25 40	145 95 75 75 50	3 DES — JD 2 CADD 1 MBD 26 TID	38 — NA 30 —	80 — 65 — —	American Standard, Inc., New York Northern Telecom, Inc., New York Bankers Trust Company, New York Bank of Japan, New York Security Pacific Corporation, New York	National Football League, New York The Color Wheel, Inc., New York Manufacturers Hanover Trust Company, New York IBJ Schroder Bank & Trust Company, New York Chase Manhattan Bank, New York
89 (116)	**IDS/Interior Design Systems** Newton, MA	2.57	9.03	5.0	NA	1 PP — PM — JC — SDR — JDR	NA — — — —	NA — — — —	3 DES 2 JD — CADD — MBD 135 TID	37 31 — — —	60 45 — — —	Rutland Regional Medical Center, Rutland, VT Corning Medical Group, P.C., Corning, NY Baystate Medical Center/east wing, Springfield, MA Ronald McDonald House, Springfield, MA Mt. Pleasant Country Club, Boylston, MA	Baystate Med./Women & Newborn, Springfield, MA Franklin Medical Center, Greenfield, MA Jones Memorial Hospital, Wellsville, NY Holy Family Hospital & Medical Center, Methuen, MA

NA indicates information not available — indicates information not applicable to category and/or firm.

RANK 1991 (1990)	FIRM NAME / HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA						1990 INSTALLATIONS	1991 INSTALLATIONS
						NO. OF EMPLOYEES / CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES / CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
90 (117)	**Osgood & Associates, Inc.** Atlanta Houston	2.55	2.58	62.1	1.38	5 PP 4 PM 3 JC 3 SDR — JDR	NA 56 65 45 —	160 99 115 81 —	9 DES 2 JD 2 CADD 3 MBD 36 TID	37 27 43 36 —	66 48 75 64 —	Louisville Gas & Electric Company, Louisville, KY Hewlett-Packard Company, multiple locations Georgia-Pacific Corporation, Atlanta St. Francis Women's Hospital, Greenville, SC General Services Administration, multiple locations	Hewlett-Packard Company, Miami Delta Airlines, Atlanta Auburn Avenue Library, Atlanta British Consulate-General, Houston Bramalea Georgia, Atlanta
91 (76)	**Mitchell Associates, Inc.** Wilmington, DE Philadelphia	2.48	3.10	20.0	1.10	7 PP 6 PM — JC 1 SDR — JDR	NA 40 — NA —	100 85 — 45 —	25 DES — JD 7 CADD 1 MBD 55 TID	27 — 27 NA —	55 — 55 — —	St. Vincent's Med. Ctr./Richmond, Staten Island, NY Meridian Callowhill, Reading, PA St. Christopher's Hosp. for Children, Philadelphia City of Philadelphia, Philadelphia Meridian Mortgage Co., Devon, PA	ARCO Chemical Company, Newtown Square, PA ICI Americas, Inc., Wilmington, DE Mellon Bank Building, Wilmington, DE JMB/Bellevue, Wilmington, DE American Equity, Wilmington, DE
92 (78)	**Quantrell Mullins + Associates Inc.** Atlanta	2.45	2.45	35.0	.88	2 PP 4 PM — JC 2 SDR — JDR	NA 50 — 42 —	110 85 — 65 —	8 DES — JD 1 CADD 1 MBD 21 TID	39 — 26 NA —	60 — 65 — —	First Union Nat'l Bank of GA-corp. offices, Atlanta Prudential Bank & Trust, Atlanta Smith Helms Mulliss & Moore, Greensboro, NC Halstead Industries corporate HQ, Atlanta Candler Building restoration, Atlanta	Ernst & Young, Atlanta Ernst & Young, Raleigh, NC Egleston Children's Hospital of Emory, Atlanta Joh. A. Benckiser GmbH, Ludwigshafen, Germany Greenville Mem. Hosp. Women's Ctr., Greenville, SC
93 (123)	**Ziegler Cooper, Inc.** Houston	2.43	2.97	25.0	1.40	5 PP 5 PM 4 JC 3 SDR 1 JDR	NA 40 35 20 NA	100 80 70 60 50	6 DES 4 JD 2 CADD 1 MBD 40 TID	45 35 NA NA —	65 50 60 — —	Federal Deposit Insurance Corporation, Houston Hawker Siddeley Power Engineering, Inc., Houston Torch Energy Advisors, Inc., Houston Harris County Children's Protective Services, Houston McKinsey & Company, Inc., Houston	Resolution Trust Corporation, Houston Texas Eastern Products Pipeline, Houston Imperial Holly Corporation, Sugar Land, TX Credit Suisse, Atlanta & Chicago Fayez Sarofim, Houston
94 (81)	**Ward-Hale Design Associates, Inc.** Washington, DC Vienna, VA	2.43	2.43	55.0	1.10	2 PP 6 PM — JC 3 SDR 2 JDR	NA 45 — 30 23	100 70 — 55 45	12 DES 3 JD 4 CADD 2 MBD 39 TID	35 25 28 28 —	55 45 45 — —	Hechingers, Landover, MD Group Health Association, Washington, DC National Association of Letter Carriers, Herndon, VA MCI/Mid-Atlantic Division, Arlington, VA Souvran Bank, Bethesda, MD	American Assn. of Retired Persons, Washington,DC Giant Food, Inc., Landover, MD Discovery Channel, Bethesda, MD American Psychological Assn., Washington, DC The Calvert Group, Bethesda, MD
95 (95)	**Fitzpatrick Design Group, Inc.** New York	2.40	2.40	20.5	.81	3 PP 5 PM 2 JC 1 SDR 3 JDR	NA 50 42 40 26	200 90 70 60 35	4 DES 1 JD — CADD 1 MBD 23 TID	49 30 — 30 —	80 50 — — —	Dayton Hudson Dept. Stores Co., Burnsville, MN Century 21, New York Bonwit Teller, Boston; Buffalo, NY Neiman Marcus, Chicago British Home Stores, Northampton, England	Bloomingdale's Mall of America, Bloomington, MN Bloomingdale's, Short Hills, NJ British Home Stores, West Thurrock, England Fortunoff, Wayne, NJ Neiman Marcus, Boston
96 (103)	**John Wolcott Associates** Culver City, CA	2.40	2.40	45.0	1.10	2 PP 5 PM 2 JC 2 SDR 2 JDR	NA 65 45 40 30	130 100 75 70 55	4 DES 2 JD 2 CADD 1 MBD 27 TID	45 30 40 NA —	78 55 63 — —	Teradata Corporation, El Segundo, CA S. Calif. Physicians Insurance, Beverly Hills, CA Eisaman, Johns & Laws Advertising, Los Angeles Jon Douglas, multiple locations Koll Development Company, multiple locations	City of Los Angeles, Los Angeles Retix Corporation, Santa Monica, CA Donnelly Information Publishing, Orange, CA DDB Needham Los Angeles, Los Angeles Cal Fed Development, multiple locations
97 (100)	**GK Associates** New York Edison, NJ	2.38	2.38	36.0	.99	2 PP 4 PM 3 JC 2 SDR 3 JDR	NA 60 45 40 30	125 90 60 55 45	5 DES 4 JD 3 CADD 1 MBD 32 TID	50 30 40 25 —	63 45 55 — —	Rolls-Royce Inc., Reston, VA Treiber Insurance, Garden City, NY Tudor Investment Corporation, New York MacFadden Publishing, New York Cotler Inc., New York	County Nat West, New York Mint Investment Management Co., Hoboken, NJ Century Business Credit Corporation, New York Tudor Investment Corporation, Chicago Rolls-Royce Inc., New York
98 (149)	**KPA Design Group, Inc.** Philadelphia	2.38	2.50	34.0	1.02	4 PP 6 PM — JC — SDR — JDR	NA 40 — — —	108 75 — — —	10 DES 13 JD 1 CADD 2 MBD 41 TID	35 25 25 35 —	65 57 60 — —	Mellon Bank East, Philadelphia Blank, Rome, Comisky & McCauley, Philadelphia Price Waterhouse, Philadelphia Dauphin Deposit Corporation, Harrisburg, PA Graduate Diagnostic Services Building, Philadelphia	Muhlenberg Regional Medical Center, Plainfield, NJ Community Medical Center, Toms River, NJ Bridgeport Paper Company, Bridgeport, PA Becker Associates, Bridgeport, PA Dilworth, Paxson Kalish & Kauffman, Philadelphia
99 (122)	**Dyer/Brown & Associates, Inc.** Boston New Bedford, MA; London	2.37	3.12	48.0	1.20	2 PP 6 PM 8 JC 2 SDR 4 JDR	NA 58 40 NA 24	110 85 65 50 43	5 DES 2 JD 6 CADD 2 MBD 46 TID	24 NA 28 NA —	62 43 70 — —	American Express, Providence, RI BancNewEngland Leasing Group, Boston State Street Bank, Boston Massachusetts Rating Bureaus, Boston Camp, Dresser & McGee, Cambridge, MA	Texaco, Ltd., London State Street Bank, Boston Salem Armory, Salem, MA Massport, Boston State Street Bank, London
100 (64)	**VOA Associates Incorporated** Chicago Orlando, FL	2.36	7.10	32.8	1.02	5 PP 6 PM 4 JC 3 SDR 3 JDR	NA 45 38 30 24	110 85 65 55 45	6 DES 2 JD 2 CADD 2 MBD 40 TID	39 25 35 40 —	80 55 65 — —	Phelan, Pope & John, Chicago Arnstein & Lehr, Chicago J. Walter Thompson, Chicago Prudential Realty Group, Chicago LaSalle National Bank, Chicago	LaSalle National Bank, Chicago Dean Witter Reynolds, Chicago McCormick Place renovation/expansion, Chicago Boulevard Bank, Chicago University of Chicago Coulter Hall, Chicago

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C1850-7

JANUARY 30,1991

INTERIOR DESIGN

21st EDITION

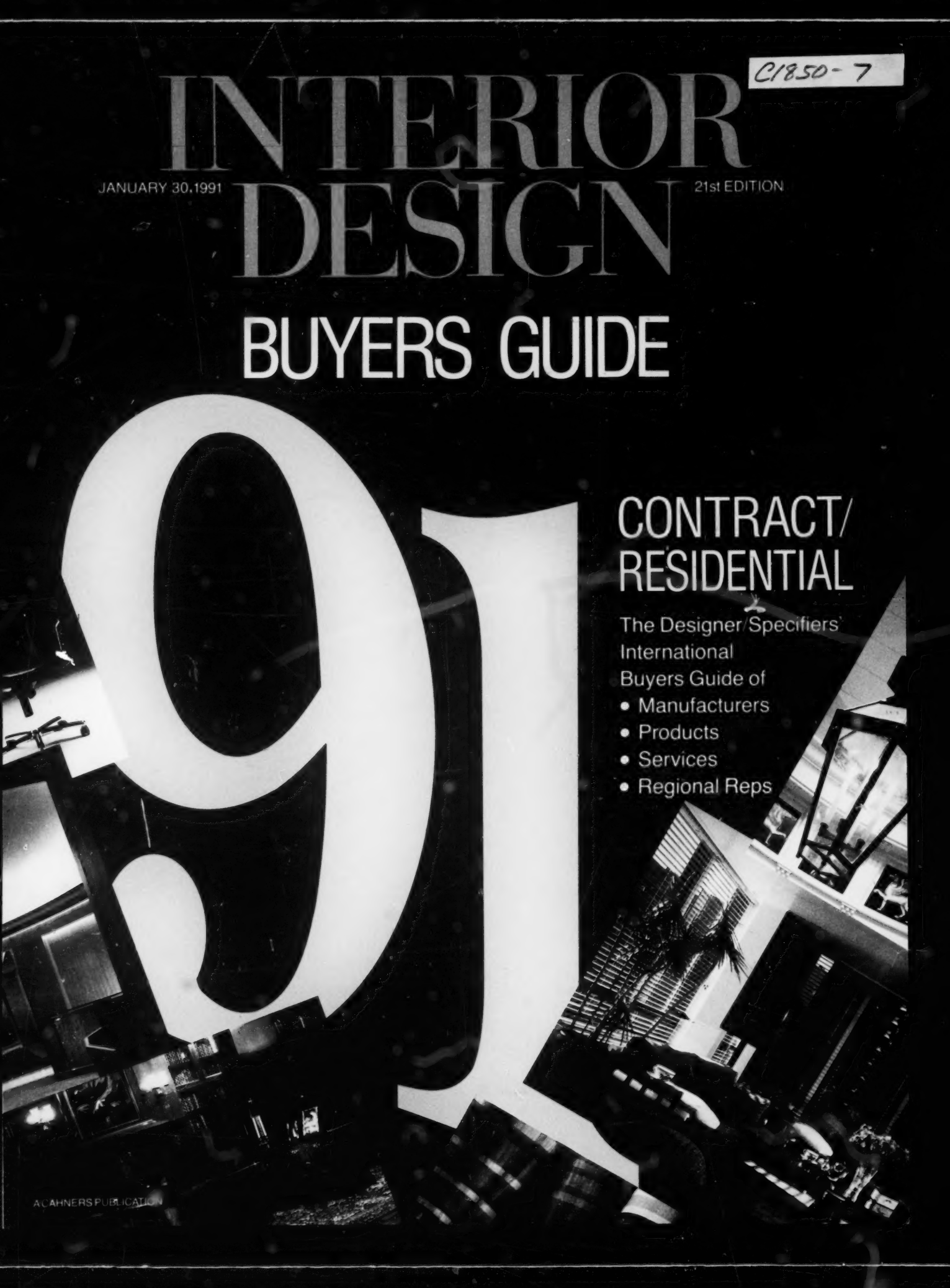
BUYERS GUIDE

91

CONTRACT/ RESIDENTIAL

The Designer/Specifiers' International Buyers Guide of

- Manufacturers
- Products
- Services
- Regional Reps



A CAHNERS PUBLICATION

Page 11

Page 133

Page 385

CONT

INTERIOR DESIGN

VOLUME 62

How to Use the Buyers Guide

*The **Interior Design Magazine Buyers Guide** is compiled with you, the designer, in mind. So it's packed with the most comprehensive collection of sources available anyplace—arranged for fast, easy access.*

*First, the **Keyword Index** presents all the Buyers Guide product categories alphabetically (see the first tab divider). Refer to the page number indicated in the **Product Index** (second tab divider) to view various manufacturers of products under each category heading. Addresses, phone and fax numbers, regional and international showroom/representatives are located in the **A-Z Index** (fourth tab divider) in alphabetical order. Consult the table of contents for trade associations, lighting consultants, marts, and other useful sections.*

KEYWORD INDEX **11**

An alphabetical grouping of products and services refers you to the correct page in the PRODUCT INDEX.

PRODUCT INDEX **133**

An alphabetical guide to manufacturers arranged by product category. Bullets denote companies with ads in the Buyers Guide. The ad page number appears to the right of the company name.

A-Z INDEX **385**

The addresses, phone numbers and fax numbers of all the manufacturers in the PRODUCT INDEX. Regional and international showrooms and representatives can also be found here. If you don't see a showroom or representative in your city, contact the one closest to you or call the manufacturer directly. Quick Ship information is provided for those companies offering this service. Bullets denote companies with ads in the Buyers Guide and the page numbers follow the company names.

TRADE BUILDINGS & MARTS **20**

Addresses and phone numbers for trade buildings and marts throughout the US and Canada.

TRADE ASSOCIATIONS **26**

Addresses and phone numbers of associations serving the interior design industry.

Interior Design (ISSN 0020-5508) is published 16 times a year, monthly with one additional issue in January, February, May and September for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. **ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO:** Interior Design, 44 Cook Street, Denver, CO 80206-5800. TELEPHONE TOLL FREE 800-542-8138 (continental U.S. only) 303-388-4511, Ext. 377 (all others). Subscription rates $47.95 for one year; $79.95 for two years, including the Buyers Guide and Market issues in the U.S. Additional $20 per subscription year for postage outside the U.S. Single copies $10.00. Annual Buyers Guide $15.00. Prepayment required for single copy orders. Address all single copy requests along with payment to: INTERIOR DESIGN, P.O. BOX 173306, Denver, CO 80217-3306. Address all communications (other than Subscription) to: **INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011.** TELEPHONE 212-645-0067. Cable: Anddec New York. U.S.A. For reprint information contact Cahners Reprint Service, Des Plaines, IL, (312) 635-8800 or 1 (800) 323-4958.

ENTS

1991 BUYERS GUIDE

NUMBER 2

1991 COMPETITIONS & AWARDS 30
Contact information, eligibility requirements and deadlines for competitions and awards sponsored throughout 1991.

1991 CALENDAR OF EVENTS 32
Design industry events and shows in the 1991 calendar year.

INTERIOR PHOTOGRAPHERS 36
Addresses and phone numbers for Interior Design Magazine's recommended interior photographers in the US, Canada, and Europe.

CONTRACT CARPET GUIDE 44
Manufacturers of contract carpeting including addresses, phone numbers, and types of carpeting manufactured.

LIGHTING DESIGNERS AND CONSULTANTS 64
Lighting designers and consultants in the US, Canada and Europe. Broken down alphabetically by state and country, information includes address, phone number and fax number.

1990 OFFICE FURNITURE DEALER GIANTS 67
The top 100 Office Furniture Dealer Giants ranked by volume of furniture sales. Information includes principal location and phone number, dollar volume of furniture sales, total square feet installed, staff breakdown, showrooms/sales offices, major lines carried and a breakdown by state.

1990 INDEX TO INTERIOR DESIGN MAGAZINE 474
Editorial installations and articles from the 1990 issues of Interior Design Magazine. Arranged by designer and type of project, issue date and page numbers are included.

SPECIAL FEATURES

CATALOGUES & BROCHURES UPDATE 367
INTERIOR DESIGN SCHOOLS 378
SERVICES TO THE TRADE 380

Newsstand distribution by Eastern News Distributors, Inc., 1130 Cleveland Road, Sandusky, Ohio 44870. Editorial material, manuscripts, black and white photographs, transparencies and artwork are sent at owner's risk and will be returned only when accompanied by a stamped self-addressed envelope.

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INTERIOR DESIGN is published by Cahners Publishing, a Div. of Reed Publishing USA: Terrence McDermott, President; Robert T. Brawn, Senior Vice President/General Manager; Jerry D. Neth, Senior Vice President/Publishing Operations; J. J. Walsh, Senior Vice President/Finance; Thomas J. Dellamaria, Senior Vice President/Production & Manufacturing; Ralph Knupp, Vice President/Human Resources. All rights reserved. Postmaster: Please send change of address to INTERIOR DESIGN, P.O. Box 173377, Denver, CO 80217-3377. The Trademark **"INTERIOR DESIGN"** is registered with the U.S. Patent Office. Founded in 1932 by Harry V. Anderson.

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Page 367

The 1990 Office Furniture Dealer GIANTS

Dealers are being squeezed by the economic problems of interior designers, facilities managers and manufacturers.

BY ALAN ZIMMERMAN, BILL DeJIANNE and JUDITH DAVIDSEN

Running an office furniture dealership is a treacherous business these days as the continuing economic downturn impels manufacturers, facilities managers and interior designers to pass on as many of their traditional responsibilities as possible to their dealers. *Interior Design's* current Office Furniture Dealer Giants find that many major manufacturers are continuing to push for exclusive representation, while interior designers and facilities managers increasingly expect such additional services as CAD, asset management, inventory management, spec writing and what some believe may be an important trend for the decade, the recycling of product through refurbishment and trade-in.

Marge Dennis, vice chairman of the Board at top-ranked International Business Interiors in Des Plaines, Il., describes an industry in which corporate clients "squeeze" interior designers who, in turn "are squeezing dealers to come up with low profit margins and asking dealers and manufacturers to do more of their work," including, she says, the writing of specifications, especially for systems.

As a result, interior designers may have to accept curtailed choices from their dealers —or have to work with a larger number of dealers—but they may also find a more receptive climate for negotiated services.

The following pages list the top 100 *Interior Design* Office Furniture Giants, ranked by dollar volume of furniture sales, ties in sales figures have been broken in favor of the dealer reporting the largest square footage of furniture installed. Also included for each dealer listing are: staff size and breakdown; main office and branch showroom locations; and the five major lines sold by the dealership, with their percentage of total sales. A separate chart, "Dealer Giants by State," can be used to locate Dealer Giants who are headquartered in a specific region.

Some dramatic successes

Despite continuing turmoil in the industry, responses to this year's Office Furniture Dealer Giants survey include some dramatic success stories. With a dollar-volume increase of 54 percent over last year, Furniture Consultants, Inc., jumped from 18th place to sixth place in the Giants listing. Senior marketing vice president David Itkin attributes FCI's successful move into major project business to groundwork laid in previous years, but adds, "We got better at proposal writing and interviews. We got better at being considered for the business and we got better at getting the business. Everything happened at the right time."

Continued

Radley Resources, Inc., is the nation's largest marketing research and consulting firm specializing in the contract furnishings industry. Alan Zimmerman is president and Bill DeJianne is researcher. The complete Dealer Giants study, including comprehensive regional breakdown and detailed statistical analysis, is available from Radley Resources. Please contact Bill DeJianne at (201) 232-1600 for further information.

1990 OFFICE FURNITURE DEALER GIANTS BY STATE

ARIZONA
27 Goodman's Furniture and Office Systems
35 Walsh Bros.
50 Facilitec, Inc.

CALIFORNIA
5 Rucker Fuller
9 Coordinated Resources, Inc.
14 Kelly Business Furniture
25 Eastman, Inc.
29 Lindsey's Business Supplies & Furniture Inc.
32 Pacific Business Interiors
37 United Business Interiors
43 M.G. West
45 California Business Interiors
49 Facs for Offices, Inc.
76 Universal Contract Interiors
89 Abbey Office Furnishings
92 KBM Office Furniture
93 Seal Furniture & Systems

COLORADO
58 Seal Furniture & Systems
66 Desks, Inc.
87 Business Interiors

CONNECTICUT
40 Lubin Business Interiors, Inc.

DISTRICT OF COLUMBIA
34 Ginns Business Furniture

FLORIDA
82 American Business Interiors
98 Commercial Office Furniture Co.

GEORGIA
38 Carithers-Wallace-Courtney
39 DeKalb Office Environments

HAWAII
99 Source One/Fine Business Furniture

ILLINOIS
1 International Business Interiors
17 Desks, Inc.
28 Lincoln Office Supply Co., Inc.
44 Cotey Office Environments
56 Kayhan International
60 Office Concepts
67 Thomas Interior Systems, Inc.
84 D&L Office Furniture Co.

INDIANA
63 Business Furniture Corporation
90 Office Pavilion Office Works Inc.

IOWA
71 Storey-Kenworthy
95 The Eldredge Company

KANSAS
30 Goldsmith's, Inc.

KENTUCKY
74 Intecon

MARYLAND
16 Commercial Office Environments
18 Stern Office Furniture, Inc.
26 Chas. Stott & Company
33 American Office Equipment Co.
36 Baltimore Stationery Co.
51 Lucas Bros. Inc.

MASSACHUSETTS
7 Business Interiors
96 Boston Office Furniture

MICHIGAN
8 Contract Interiors
22 Silver's, Inc.
69 Facility Services
83 Custer Office Environments

MINNESOTA
64 Metro Systems Furniture

MISSISSIPPI
55 Missco Corp.

MISSOURI
53 Color Art Inc. Interiors Div.

NEBRASKA
79 Sheppard's Business Interiors
85 All Makes Office Equipment Co.

NEW HAMPSHIRE
78 Office Dimensions, Inc.

NEW JERSEY
13 General Office Environments, Inc.
15 Business Furniture, Inc.
19 Arbee Associates
52 Max Blau & Son
70 General Office Interiors

NEW YORK
2 AFD Contract Furniture, Inc.
3 Empire Office Equipment, Inc.
6 Furniture Consultants, Inc.
10 Office Interiors/Dancker & Sellew
12 D. Waldner Co. Inc.
41 Macke Business Products
46 Desks Inc.
47 Tobron Office Furniture Corp.
62 Kramer Office Furniture, Inc.
73 Wm. H. Prentice Co., Inc.
75 Stevens Office Interiors
86 The PML Furniture Group, Ltd.

NORTH CAROLINA
31 Office Environments
57 MacThrift Office Furniture
77 Raleigh Office Supply Co.

OHIO
11 Thomas W. Ruff & Co.
65 Ramsey Business Interiors
94 Costigan's-National Office Supply

OKLAHOMA
24 Scott-Rice/Tulsa

PENNSYLVANIA
4 A. Pomerantz and Company
68 Franklin Interiors
81 Transamerican Office Furniture, Inc.
91 LBM Office Environments

PUERTO RICO
97 Simon Drury Ltd. Inc.

TENNESSEE
20 McQuiddy Office Designers, Inc.
100 Commercial Interiors

TEXAS
21 Wilson Business Products
23 Business Interiors (Miller)
42 Furniture Marketing Group
48 McCoy Inc.
61 Rockford Business Interiors
80 Office Pavilion Corporate Furniture

VIRGINIA
59 Chasen's Business Interiors
72 Columbia Business Furniture, Inc.

WISCONSIN
54 Forrer Business Interiors, Inc.
88 Interplan Office Pavilion

Even greater growth occurred further down the list. Macke Business Products of Rochester, NY, rose from 85th to 41st place with a 119 percent increase in dollar volume. Another six office furniture dealers, all in the top 35, reported dollar-volume increases of between 30 percent and 50 percent. In Los Angeles, Pacific Business Interiors, having purchased Huntington Resources of Pasadena, last year's number 61, experienced a 122 percent increase in dollar volume (actually a 6.5 percent decrease from their combined totals of last year.) and rose from 80th on the list to 32nd.

A total of 44 dealers reported rises in dollar volume; 31 reported a decline, five of them between 20 percent and 38 percent; five remained steady at last year's figures. The remainder are new, with no past reports for comparison. Total figures show the Dealer Giants holding their own with approximately 31 percent of total U.S. contract sales.

Seventeen dealers disappeared from the 1990 list of Office Furniture Dealer Giants, three of them as a result of purchases and mergers. Bestype Office Environments, last year's number 17, was purchased by Steelcase, which does not report data. Marshall Field, last year's number 81, was purchased by Cotey of Northbrook, IL, new this year at 44. As noted above, Huntington Resources merged into Pacific Business Interiors. Although consolidation and mergers continue, dealers generally project that in 1991 they will be dropping lines at only about half the rate they were in 1989, when the practice first began to seriously inconvenience facilities managers and interior designers. This slowdown may not be the good news it first appears to be, however: with a substantial reduction in lines already having taken place, and the rate of additions continuing on the low side, there simply are fewer lines to drop.

Accountant-verification

The other 14 missing Dealer Giants, who last year achieved rankings between number 4 and number 84, refused to participate this year mostly because of the new requirement that responses be accountant-verified. Since several of the new entries—Arbee Associates of Union, NJ; Silver's of Detroit; Lincoln Office Supply of Peoria, IL; and Lindsay's Business Supply and Furniture

Continued

The 1990 Office Furniture Dealer GIANTS *Continued*

of San Jose—leapt immediately into the top third, it may be assumed that at least some of the refusers were experiencing significant slippage and were reluctant to have accountants verify embarrasing results. (To be fair, some disappointing results were volunteered by more than a quarter of those dealers who refused to verify but decided to participate anyway.) Their disappearance made room for the first time in the Giants rankings for several office furniture dealers reporting dollar volumes of less than $10 million.

As both dealers and manufacturers continue consolidation efforts, the top five office furniture lines account for 76 percent of this year's Giants' business, up two points from last year. FCI has lost some lines, but, according to Itkin, "There are too many manufacturers anyway. When one goes out of business, no one may step in because there is nothing to step into."

"I have counted on my dealerships to do a little more."

Sales down, services up

In response to a gloomy economy, the nationwide trend among dealer Giants was to reduce staffing from an average of 114 to 108 employees. Cutbacks tended to take place among sales and interior design staffs, while service departments were beefed up, most notably in the southern midsection of the country. Average sales per Giant employee were $264,815.

The dealers expect the ratio of their billings derived from product sales to decrease on average by 2.6 percent while billings for services increase by the same amount. According to architect Linda C. Brady, vice president of facilities planning at Citibank in New York, when the business climate is difficult, office furniture dealers are likely to increase services "to encourage you to buy product." Brady thinks that the economy may make recycling a primary form of repeat business. She also believes that the dealers who are most actively engaged in field support and who initiate services—by presenting weekly delivery schedules in advance, for instance, rather than waiting for the client to call looking for the pieces—will "become much more popular."

New vs. recycled product

"We love recycling," says Dennis. "It's the one part of the industry that is keeping up, where we can make a decent profit," she says, noting a trend toward cutting down panels, or installing keyhole openings, so that workers can communicate more easily, and refabricating panels for shipment to branch offices of the same corporations.

Designer Katia Mytytiuk, project manager at the Los Angeles interior design firm John Wolcott Assoc., is not sure recycling business furniture is a viable response to the economy. "The labor for systems is too expensive," she says. "Often the cost is close to new, and the amount of work, as far as our billable time goes, doesn't justify it. The trade-in value of outdated furniture is so low that it can make more sense to sell it to the next tenant."

As Dennis admits, "It's easier to move people and paper and dump depreciated furniture, but new furniture is where everybody is getting squeezed. Profit margins are awful right now, just terrible." The squeeze is compounded, she believes, by what she calls "neophyte clients," corporations that have not done much more than rearrange furniture for decades and that have never had personnel committed on a regular basis to the management of furnishings. Neophytes, she says, are most common among service companies and law firms and in overbuilt cities like Chicago, where developers are using heavy discounts to lure long-established corporations into surplus new space. With such clients, she notes, meetings can swallow up a major portion of the time the interior designer has scheduled for the project.

"There's a definite squeeze," says Patricia Herbich, senior interior designer at the Eggers Group in New York City. "When I am in a bind, I have counted on my dealerships to do a little more, even to generate specs with me—but I still choose the product." Herbich, who had assumed that recycling furniture would play a large role for her and for her dealers, finds increasingly that her clients are going directly to the manufacturers for refurbishing and refabrication.

Smaller dealers weeded out?

Herbich also finds that "Some of the big dealers are taking really small jobs and top-quality dealers are renegotiating and lowering fees, which may begin weeding out the smaller dealers." Certainly, the Dealer Giants report a general lowering of gross margins.

"A lot of dealers are nervous, starved," Itkin declares. "They think the only way to react to a shaky economy is to panic and offer bigger discounts. This next year will be the really interesting year." □

The 1990 Office Furniture Dealer Giants

RANK '90 (RANK '89)	COMPANY NAME CITY, STATE, PHONE	OFFICE FURN. SALES $/MIL.	TOTAL SQ. FT. (MILLIONS)	STAFF	SHOWROOMS/ SALES OFFICES	MAJOR LINES/ % OF DLR. SALES
1 (1)	**International Business Interiors** Des Plaines, IL 708-298-2140	121.1	10.0	SS 120 AM 56 SV 78 PT 1 ID 20		Steelcase/Stow & Davis 62 Kimball 3 Gunlocke 2 Vecta 1 Interface 2
2 (3)	**AFD Contract Furniture, Inc.** New York, NY 212-221-1999	102.5	8.0	SS 68 AM 30 SV 65 PT 36 ID 2		Steelcase/Stow & Davis 70 Kimball 5 Reff 3 Bernhardt 2 IIL 2
3 (2)	**Empire Office Equipment, Inc.** New York, NY 212-349-5530	101.8	11.9	SS 60 AM 40 SV 66 ID 6		Steelcase/Stow & Davis 40 Alma 10 Kimball 10 Gunlocke 5 Bernhardt 5
4 (8)	**A. Pomerantz & Comany** Philadelphia, PA 215-864-3000	90.0	N/A	SS 55 AM 60 SV 60 ID 6	New Castle, DE Bellmawr, NJ Allentown, PA	Steelcase/Stow & Davis N/A Gunlocke N/A Krueger N/A
5 (5)	**Rucker Fuller** San Francisco, CA 415-627-4600	72.0	N/A	SS 75 AM 100 SV 50 PT 3 ID 24	San Jose, CA Walnut Creek, CA	Steelcase/Stow & Davis N/A Gunlocke N/A Kimball N/A DM Furniture N/A Brayton N/A
6 (18)	**Furniture Consultants, Inc.** New York, NY 212-337-4300	68.4	8.0	SS 55 AM 29 SV 36		Kimball N/A
7 (6)	**Business Interiors** Charlestown, MA 617-241-4900	65.0	N/A	SS 95 AM 30 SV 95 ID 10	Providence, RI Shrewsbury, MA Waltham, MA	Steelcase/Stow & Davis N/A Kimball N/A
8 (13)	**Contract Interiors** Southfield, MI 313-358-2000	64.3	1.9	SS 57 AM 36 SV 70 PT 35 ID 15	Ann Arbor, MI	Steelcase/Stow & Davis 70
9 (9)	**Coordinated Resources, Inc.** Los Angeles, CA 213-655-8421	62.0	3.5	SS 23 AM 30 SV 48	Phoenix, AZ San Jose, CA San Francisco, CA	Herman Miller 67 Haworth 5 Gunlocke 5 Krueger 3
10 (11)	**Office Interiors/Dancker & Sellew** New York, NY 212-619-7171	57.3	1.5	SS 15 AM 15 SV 30	Branchburg, NJ	Steelcase/Stow & Davis N/A Kimball N/A GF N/A Brayton N/A
11 (12)	**Thomas W. Ruff & Co.** Columbus, OH 614-487-4000	55.0	1.2	SS 144 AM 90 ID 26	Orlando, FL Miami, FL Ft. Lauderdale, FL	Steelcase/Stow & Davis N/A Kimball N/A HON N/A American Desk N/A
12 (15)	**D. Waldner Co., Inc.** Farmingdale, NY 516-694-1522	47.0	2.7	SS 23 AM 60 SV 95 ID 9	Rye, NY	Steelcase/Stow & Davis 70 Alma 10 Kimball 5 Miscellaneous 15
13 (10)	**General Office Environments, Inc.** Saddle Brook, NJ 201-845-0010	44.5	5.0	SS 45 AM 35 SV 28 ID 12	New Brunswick, NJ	Steelcase/Stow & Davis 90 Kimball 5
14 (34)	**Kelly Business Furniture** San Jose, CA 408-435-8840	44.0	1.0	SS 60 AM 32 SV 64 ID 11	Hayward, CA	Haworth 50 Harpers 10 Allsteel 9 Harter 5 Modular Office 5
15 (23)	**Business Furniture, Inc.** Elizabeth, NJ 201-355-3400	43.8	1.8	SS 60 AM 30 SV 40 ID 10	Princeton, NJ New York, NY	Herman Miller 60 Kimball 7 Gunlocke 5 Shaw Walker 5
16 (20)	**Commercial Office Environments** Lanham, MD 301-459-2440	41.3	1.8	SS 35 AM 4 SV 12 ID 3	McLean, VA Baltimore, MD	Steelcase/Stow & Davis 60 Miscellaneous 40
17 (21)	**Desks, Inc.** Chicago, IL 312-664-8500	40.5	N/A	N/A		
18 (44)	**Stern Office Furniture, Inc.** Capitol Heights, MD 301-350-8300	40.0	1.0	SS 30 AM 25 SV 25 PT 40 ID 10		Haworth 50 Kimball 25 Mueller 10 Comfortc 5
19 (–)	**Arbee Associates** Union, NJ 201-686-3900	38.8	N/A	SS AM SV PT ID	Gaithersburg, MD Baltimore, MD	Steelcase/Stow & Davis 80 Vecta 10 Dunbar 1 Cramer 1
20 (40)	**McQuiddy Office Designers, Inc.** Nashville, TN 615-256-5643	38.8	2.5	SS 47 AM 72 ID 15	Memphis, TN Knoxville, TN	Herman Miller 32 Kimball 10 A.S.E. 6 Krueger 5 Phoenix 4

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The 1990 Office Furniture Dealer Giants

RANK '90 (RANK '89)	COMPANY NAME CITY, STATE, PHONE	OFFICE FURN. SALES $/MIL.	TOTAL SQ. FT. (MILLIONS)	STAFF	SHOWROOMS/ SALES OFFICES	MAJOR LINES/ % OF DLR. SALES
21 (24)	**Wilson Business Products** Houston, TX 713-868-8001	38.5	0.4	SS 103 AM 68 SV 264 PT 20 ID 10	San Antonio, TX Dallas, TX	
22 (—)	**Silver's Inc.** Detroit, MI 313-963-0000	38.0	1.0	SS 120 AM 99 SV 72 ID 9	Ann Arbor, MI Southfield, MI Highland Park, MI	Steelcase/Stow & Davis 80
23 (19)	**Business Interiors (Miller)** Arlington, TX 817-640-2406	37.6	4.0	SS 28 AM 32 SV 84 PT 24 ID 12	Fort Worth, TX Dallas, TX	Steelcase/Stow & Davis N/A HON N/A Vecta N/A Alma N/A Reff N/A
24 (42)	**Scott-Rice/Tulsa** Tulsa, OK 918-628-1400	37.0	2.0	SS 33 AM 21 SV 68 ID 17	Dinney, CO Wichita, KS Oklahoma City, OK	Steelcase/Stow & Davis 80 Alma 10 Vecta 3 Krueger 2
25 (32)	**Eastman Inc.** Signal Hill, CA 213-490-1000	37.2	2.0	SS 48 AM 52 SV 115 ID 10		Steelcase/Stow & Davis N/A Kimball N/A Harpers N/A Anderson N/A National N/A
26 (28)	**Chas. Stott & Co.** Landover, MD 301-499-6004	36.2	3.6	SS 30 AM 17 SV 15 ID 6		Herman Miller 75 Vecta 8 Worden 5 Thonet 1 Kimball 1
27 (27)	**Goodmans Furniture And Office Sys.** Phoenix, AZ 602-263-1110	36.1	5.0	SS 35 AM 30 SV 40 PT 5 ID 40	Albo, NM Tucson, AZ Las Vegas, NV Denver, CO	Herman Miller 50 Milcare 15 Allsteel 10 Design Group 5 Eck Adams 5
28	**Lincoln Office Supply Co., Inc.** Peoria, IL 309-693-2444	35.7	[illegible]	SS 17 AM 27 SV 17 PT 12 ID 14	Champaign, IL Lincoln, IL Bloomington, IL Springfield, IL Peoria, IL	Steelcase/Stow & Davis N/A Paoli N/A
29 (—)	**Lindsay's Bus. Supplies & Furn. Inc.** San Jose, CA 408-435-1300	35.1	3.0	N/A	San Francisco, CA Dublin, CA	Steelcase/Stow & Davis 30 Harter 10 Lunstead 10 Harpers 10 Anderson 5
30 (37)	**Goldsmith's, Inc.** Wichita, KS 316-263-0131	34.8	2.2	SS 32 AM 12 SV 87 PT 53 ID 24	Dallas, TX Oklahoma City, OK Seattle, WA	Herman Miller 65 Meridian 15 Phoenix 10 Helikon 5 Novikoff 5
31 (36)	**Office Environments** Charlotte, NC 704-357-3800	34.4	4.0	SS 53 AM 27 SV 65 PT 2 ID 13	Asheville, NC Jacksonville, FL Greenville, SC	Steelcase/Stow & Davis 80
32 (80)	**Pacific Business Interiors Inc.** Los Angeles, CA 213-724-9393	32.0	2.9	SS 28 AM 20 SV 35 ID 15		Steelcase/Stow & Davis 95 Condi 3 Miscellaneous 2
33 (35)	**American Office Equipment Co.** Baltimore, MD 301-539-7529	32.0	0.8	SS 41 AM 32 SV 31	Rockville, MD Fairfax, VA	Herman Miller N/A Kimball N/A CorryHiebert N/A Dar-Ran N/A Storwall N/A
34 (54)	**Ginns Business Furniture** Washington, DC 202-463-5100	31.8	3.2	SS 16 AM 10 SV 10 PT 20 ID 4	Hyattsville, MD	Allsteel 15 Harter 15 CorryHiebert 10 Smed 8 Vecta 4
35 (43)	**Walsh Bros.** Phoenix, AZ 602-252-6971	31.2	3.0	SS 71 AM 36 SV 84 PT 18 ID 16	Tucson, AZ	Steelcase/Stow & Davis N/A Kimball N/A Krueger N/A United N/A Vecta N/A
36 (22)	**Baltimore Stationery Co.** Baltimore, MD 301-366-6000	30.7	1.5	SS 60 AM 70 SV 54 PT 7 ID 6	Salisbury, MD Lanham, MD Newark, DE	Haworth 18 GF 14 Alma 3 Kimball 2 Cole 2
37 (31)	**United Busines Interiors** Los Angeles, CA 213-488-7000	30.0	N/A	SS 32 AM 11 SV 17 ID 8	Chicago, IL	Steelcase/Stow & Davis 70 Kimball 15 HON 10 Anderson Desk 3 K&K 2
38 (49)	**Carithers-Wallace-Courtney** Atlanta, GA 404-493-8200	29.0	2.1	SS 27 AM 25 SV 43 ID 4		Herman Miller 36 Kimball 30 Helikon 7 Gunlocke 4 GF 3
39 (50)	**DeKalb Office Environments** Atlanta, GA 404-633-3311	29.0	0.9	SS 24 AM 18 SV 49 PT 6		Steelcase/Stow & Davis 80 O.F.S. 4 Dar-Ran 3 St. Timothy 2 Vecta 2
40 (25)	**Lubin Business Interiors, Inc.** Milford, CT 203-874-7754	28.5	N/A	SS 3 AM 11 SV 41 ID 6	Stamford, CT	Steelcase/Stow & Davis N/A

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The 1990 Office Furniture Dealer Giants

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41 (85)	**Macke Business Products** Rochester, NY 716-454-3646	28.0	0.5	SS 25 AM 15 SV 60 ID 10	Buffalo, NY Geneva, NY	Haworth 75 Kimball 15 Miscellaneous 10
42 (30)	**Furniture Marketing Group** Dallas, TX 214-630-6900	27.2	10.5	SS 26 AM 45 PT 4 ID 5		Haworth 86 Reff 5 Vecta 2 Jofco 1 Dunbar 2
43 (46)	**M. G. West** San Francisco, CA 415-861-4800	26.8	N/A	SS 17 AM 18 SV 7 ID 5	Sacramento, CA Hong Kong	Westinghouse 50 Shaw Walker 8 Harter 9 Krueger 9 Taylor 7
44 (–)	**Cotey Office Environments** Northbrook, IL 708-564-4606	26.6	0.3	SS 36 AM 33 SV 20 ID 9	Chicago, IL	Steelcase/Stow & Davis N/A Kimball N/A Gunlocke N/A Krueger N/A
45 (38)	**California Business Interiors** Santa Fe Springs, CA 213-903-7600	26.2	0.9	SS 29 AM 17 SV 36 ID 11	Los Angeles, CA Irvine, CA	Steelcase/Stow & Davis 79 Kimball 4 Gunlocke 2 Vecta 2
46 (41)	**Desks Inc.** New York, NY 212-242-8300	26.1	1.9	SS 30 AM 20 SV 37 ID 3		Steelcase/Stow & Davis 65 Alma 1 Halcon 1 Intrex 1 Jofco 1
47 (45)	**Tobron Office Furniture Corp.** New York, NY 212-633-3000	26.0	0.5	SS 27 AM 10 SV 10		Herman Miller 64 Allsteel 18 Kimball 18
48 (48)	**McCoy Inc.** Houston, TX 713-697-2417	25.8	3.0	SS 31 AM 25 SV 125 PT 25 ID 9		Steelcase/Stow & Davis 65 Reff 20 Gunlocke 5 Jofco 5 Vecta 5
49 (67)	**FACS for Offices, Inc.** San Francisco, CA 415-552-3760	24.5	2.5	SS 28 AM 18 SV 40 PT 2 ID 3	Pleasanton, CA	Haworth 65 Tab Products 20 Gunlocke 5 Meridian 5 Other 5
50 (–)	**Facilitec, Inc.** Tempe, AZ 602-966-8080	22.5	0.8	SS 24 AM 21 SV 22 PT 10 ID 11	Tucson, AZ Irvine, CA	Haworth 73 Smed 12 Magna 2 Vecta 1 Harpers 1
51 (55)	**Lucas Bros., Inc.** Baltimore, MD 301-799-7700	22.5	0.9	SS 20 AM 25 SV 40 PT 30 ID 6	Salisbury, MD York, PA	Steelcase/Stow & Davis 85 Krueger 2 Vecta 2 Haskell 1
52 (52)	**Max Blau & Son** Newark, NJ 201-642-4900	22.1	0.5	SS 12 AM 10 SV 20 ID 7		HON N/A Myrtle N/A Krueger N/A Panel Concepts N/A Haworth N/A
53 (–)	**Color Art Inc./Interiors Div.** St. Louis, MO 314-966-2000	22.0	N/A	SS 13 AM 25 SV 7 ID 4		Steelcase/Stow & Davis 80 Haskell N/A Vecta N/A Metropolitan N/A Brayton N/A
54 (62)	**Forrer Business Interiors, Inc.** Milwaukee, WI 414-271-8140	21.9	0.8	SS 22 AM 10 SV 26 ID 10		Steelcase/Stow & Davis 83 Krueger 8 Vecta 6.5 Jofco 2.5
55 (53)	**Missco Corp.** Jackson, MS 601-948-8600	21.8	2.6	SS 150 AM 25 SV 60 ID 14	Vicksburg, MS Meridian, MS Gulfport, MS	Herman Miller N/A Hussey Seating N/A Krueger N/A General Equipment Co. N/A Anderson Hickey N/A
56 (58)	**Kayhan International** Schaumburg, IL 312-843-5060	21.0	2.0	SS 10 AM 12 ID 10		Haworth 90 Fiore 5 Dar/Ran 2 Vecta 2 Executive Furniture 1
57 (57)	**MacThrift Office Furniture** Greensboro, NC 919-668-4195	20.2	2.8	SS 36 AM 26 SV 32 ID 7	Raleigh, NC Durham, NC Winston-Salem, NC	Allsteel N/A HON N/A Myrtle Desk N/A Miller Desk N/A Panel Concepts N/A
58 (29)	**Seal Furniture & Systems, Inc.** Denver, CO 303-777-3071	20.0	2.0	SS 30 AM 20 SV 18 PT 2 ID 8	Long Beach, CA Palm Desert, CA Colorado Springs, CO	Steelcase/Stow & Davis 70 Vecta 2 Brayton 1 Metro 1
59 (59)	**Chasen's Business Interiors** Richmond, VA 804-355-1768	19.9	3.0	SS 22 AM 15 SV 15 ID 7	Norfolk, VA Alexandria, VA	Herman Miller 20 GF 15 Kimball 10 Phoenix 5 St. Timothy 4
60 (56)	**Office Concepts** Chicago, IL 312-527-0898	19.8	2.0	SS 25 AM 6 SV 20 ID 7	Waukegan, IL	Steelcase/Stow & Davis 70 Kimball 10 Vecta 2 Gianni 2

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61 (66)	**Rockford Business Interiors** Austin, TX 512-442-0703	19.4	N/A	SS 16 AM 8 SV 20 PT 10 ID 3		Steelcase/Stow & Davis N/A Indiana N/A Myrtle N/A HON N/A
62 (65)	**Kramer Office Furniture, Inc.** New York, NY 212-684-0700	19.0	1.2	SS 21 AM 10 SV 3 PT 16 ID 5	Stamford, CT	Westinghouse 15 Kimball 12 Harter 9 Allsteel 8 Alma 6
63 (–)	**Business Furniture Corporation** Indianapolis, IN 317-262-8200	18.3	0.7	SS 26 AM 14 SV 40		Steelcase/Stow & Davis 87 Gunlocke 2 OFS 2
64 (64)	**Metro Systems Furniture** Minneapolis, MN 612-944-2800	18.1	1.4	SS 17 AM 10 SV 20		Allsteel 20 Westinghouse 10 Halcon 10 Trendway 10 Kimball 10
65 (76)	**Ramsey Business Interiors** Cincinnati, OH 513-641-3700	18.0	N/A	SS 28 AM 22 SV 39 ID 10		Westinghouse 55 Kimball 10 Krueger 15 Shaw-Walker 20
66 (77)	**Desks Inc.** Denver, CO 303-777-8880	17.6	2.0	SS 30 AM 20 SV 35 ID 5		Haworth 32 Kimball 21 HON 6 Chromcraft 4 CorryHeibert 2
67 (71)	**Thomas Interior Systems, Inc.** Elmhurst, IL 312-832-4200	17.1	1.0	SS 30 AM 15 SV 19 PT 2 ID 10	Chicago, IL Libertyville, IL	Herman Miller 65 Kimball N/A Milliken N/A Helikon N/A Meridian N/A
68 (75)	**Franklin Interiors** Pittsburgh, PA 412-381-2233	17.0	0.5	SS 17 AM 23 SV 15 PT 25 ID 9		Steelcase/Stow & Davis N/A Geiger Intl. N/A Brayton N/A Vecta N/A Gunlocke N/A
69 (78)	**Facility Services** Oak Park, MI 313-542-9500	16.8	1.5	SS 12 AM 6 SV 24 PT 1 ID 10		Herman Miller N/A Xception N/A Meridian N/A Gunlocke N/A Fixtures N/A
70 (73)	**General Office Interiors** Union, NJ 201-688-9400	16.0	1.5	SS 10 AM 16 SV 9 ID 7		Steelcase/Stow & Davis 85 Kimball 5 Jofco 2 American Seating 1
71 (86)	**Storey-Kenworthy** Des Moines, IA 515-288-3243	15.0	N/A	SS 12 AM 5 SV 8 ID 4		Steelcase/Stow & Davis 70 Kimball 15 HON 8 Vecta 3.5 Metropolitan 3.5
72 (79)	**Columbia Business Furniture Inc.** Alexandria, VA 703-683-1202	14.8	1.0	SS 14 AM 10 SV 10 PT 22 ID 5	Washington, DC	Haworth 39 Allsteel 22 Boling 12 Alma 10 Gunlocke 5
73 (70)	**Wm. H. Prentice Co., Inc.** Buffalo, NY 716-884-8452	14.4	0.7	SS 18 AM 12 SV 24 ID 8		Steelcase/Stow & Davis 70 Krueger 8 Vecta 8 Brayton 7
74 (93)	**Intecon** Louisville, KY 502-589-5522	14.1	1.8	SS 17 AM 17 SV 32 PT 10 ID 14		Steelcase/Stow & Davis 81 Alma 2 Indiana Desk 1 Hesco 1
75 (92)	**Stevens Office Interiors** Syracuse, NY 315-479-5595	13.7	1.3	SS 24 AM 10 SV 35 ID 19	Yorkville, NY	Steelcase/Stow & Davis 75 Colecraft 3 Gunlocke 2 St. Timothy 1 OFS 1
76 (83)	**Universal Contract Interiors** Los Angeles, CA 213-749-2900	13.5	0.9	SS 21 AM 7 SV 15 ID 2		Steelcase/Stow & Davis 75 Kimball 10
77 (74)	**Raleigh Office Supply Co.** Raleigh, NC 919-834-1601	11.7	2.0	SS 55 AM 42 SV 32 ID 6	Durham, NC	Boling 30 Haworth 20 Myrtle 20 GF 20 HON 10
78 (87)	**Office Dimensions, Inc.** Manchester, NH 603-625-6478	11.7	1.2	SS 25 AM 12 SV 20 ID 3	Nashua, NH	Steelcase/Stow & Davis 70 Miscellaneous 30
79 (82)	**Sheppard's Business Interiors** Omaha, NE 402-393-8888	11.2	1.0	SS 14 AM 8 SV 22 ID 5	Lincoln, NE	Steelcase/Stow & Davis 84 St. Timothy 3 Anderson 3 Krueger 2
80 (90)	**Office Pavilion Corporate Furn.** Austin, TX 512-472-7300	11.0	0.7	SS 15 AM 17 SV 21 PT 11 ID 2	San Antonio, TX	Herman Miller 60 Meridian 10 Phoenix 10 Helikon 5 Novikoff 5

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81 (98)	**Transamerican Office Furn., Inc.** Philadelphia, PA 215-482-8550	11.0	0.3	SS 11 AM 17 SV 12 PT 19 ID 4		Trendway N/A Davis N/A Girsberger N/A BNI/Bitrite N/A Alma N/A
82 (—)	**American Business Interiors** Melbourne, FL 407-723-5003	11.0	0.2	SS 21 AM 14 ID 5		Steelcase/Stow & Davis 65 Trendway 5 Gunlocke 5 Condi 5 Alma 5
83 (99)	**Custer Office Environments** Grand Rapids, MI 616-458-6322	10.9	1.4	SS 9 AM 5 SV 16 PT 6 ID 8		Steelcase/Stow & Davis 80 Metro 3 Vecta 3 Brayton 3
84 (91)	**D&L Office Furniture Co.** Chicago, IL 312-527-3636	10.8	5.0	SS 40 AM 30 SV 50 ID 6		HON 12 Westinghouse 10 CorryHeibert 8 Harter 8 Kimball 8
85 (69)	**All Makes Office Equipment Co.** Omaha, NE 402-341-2413	10.7	7.5	SS 39 AM 39 SV 45 PT 6 ID 8	Lincoln, NE Des Moines, IA	Haworth 16 Allsteel 8 HON 6 DO3 5 Chromcraft 3
86 (—)	**The PML Furniture Group, Ltd.** New York, NY 212-807-7922	10.6	0.7	SS 10 AM 10 SV 15 ID 10		Knoll N/A Meridian N/A Gunlocke N/A Vecta N/A Harter N/A
87 (96)	**Business Interiors** Denver, CO 303-321-6671	10.5	0.2	SS 12 AM 11 SV 12 ID 4		Westinghouse 30 OFS 15 Shaw Walker 15 Gunlocke 10 St. Timothy 5
88 (—)	**Interplan Office Pavilion** Milwaukee, WI 414-289-9850	10.5	0.9	SS 13 AM 9 SV 19 ID 7	Green Bay, WI	Herman Miller 40 Milcare 27 Kimball 10 Meridian 3 Miscellaneous N/A
89 (89)	**Abbey Office Furnishings** Fresno, CA 209-431-1100	10.0	1.0	SS 12 AM 6 SV 10 ID 6		Steelcase/Stow & Davis N/A HON N/A Harpers N/A
90 (—)	**Office Pavilion/Office Works Inc.** Indianapolis, IN 317-237-2660	10.0	0.1	SS 14 AM 7 SV 7 ID 6		Herman Miller 60 Alma 7 Phoenix 5 Meridian 5 Fixtures 2
91 (100)	**LBM Office Environments** Montgomeryville, PA 215-855-9566	9.9	1.3	SS 19 AM 19 SV 17 PT 4 ID 3		Haworth 31 Kimball 22 Flexy Plan 16 Allsteel 12 BNI 6
92 (—)	**KBM Office Furniture** San Jose, CA 408-436-1100	9.5	1.8	SS 11 AM 10 SV 15 PT 3 ID 6		Allsteel 22 Kimball 11 Westinghouse 11
93 (88)	**Seal Furniture & Systems** San Diego, CA 619-450-9960	9.0	0.2	SS 6 AM 8 SV 4 PT 30 ID 4	Riverside, CA	Westinghouse N/A Kimball N/A Shaw Walker N/A Belner & Thomas N/A
94 (87)	**Costigan's—National Office Supply** Akron, OH 216-376-8156	7.2	0.7	SS 59 AM 35 SV 62 PT 22 ID 5	Ravenna, OH Canton, OH Cleveland, OH New Philadelphia, OH Columbus, OH	Allsteel 25 HON 15 Myrtle 12.5 Haskell 12.5
95 (—)	**The Eldredge Company** West Des Moines, IA 515-223-8383	6.3	0.9	SS 10 AM 16 ID 6	Indianapolis, IN Bloomington, IN	Haworth 70 Gunlocke 10 Krueger 5 St. Timothy 5 Miscellaneous 10
96 (—)	**Boston Office Furniture** Newton, MA 617-244-1122	6.0	0.5	SS 10 AM 6 SV 5 ID 1		Allsteel 35 Dar/Ran 25 Gunlocke 15
97 (—)	**Simon Drury Ltd., Inc.** San Juan, PR 809-721-7778	5.2	2.3	SS 8 AM 10 SV 12 ID 2		Haworth 50 Kimball 20 Herman Miller 10 Milcare 5 Haskell 5
98 (—)	**Commercial Office Furniture Co.** Tallahassee, FL 904-575-0634	4.0	0.7	SS 4 AM 4 PT 23 ID 3		Steelcase/Stow & Davis 80 OFS 8 HON 5 Chromcraft 4 Bevis 3
99 (—)	**Source One/Fine Business Furniture** Honolulu, HI 808-847-1121	3.9	N/A	SS 10 AM 7 PT 8		Westinghouse N/A Vecta N/A Kimball N/A Harpers N/A Teknion N/A
100 (—)	**Commercial Interiors** Knoxville, TN 615-588-8163	2.9	0.7	SS 5 AM 5 SV 3 ID 4		Haworth 50 Corry Heibert 10 Gunlocke 5 St. Timothy 3 Davis 2

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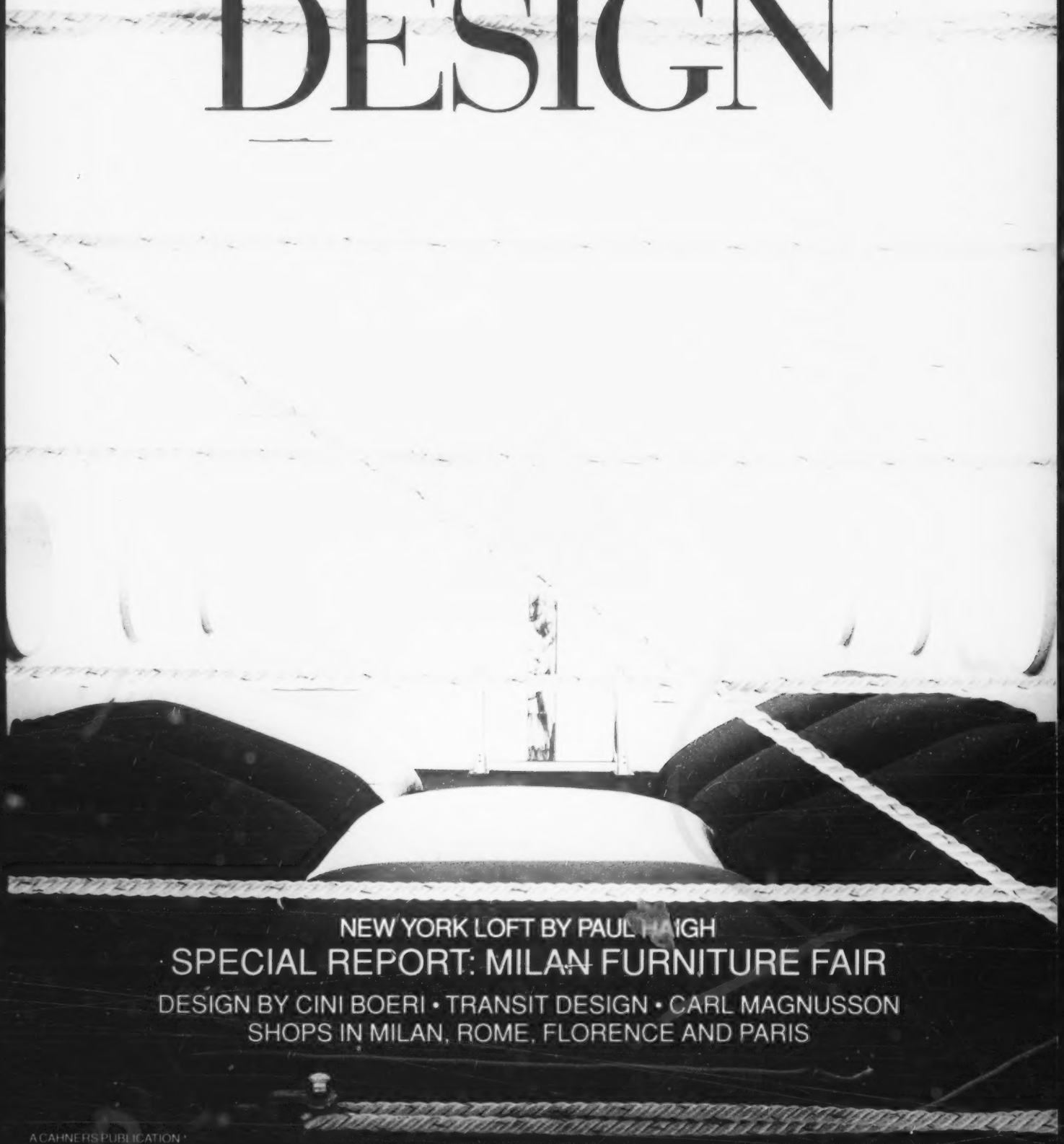
INTERIOR DESIGN

$6.00

JULY 1991



NEW YORK LOFT BY PAUL HAIGH

SPECIAL REPORT: MILAN FURNITURE FAIR

DESIGN BY CINI BOERI • TRANSIT DESIGN • CARL MAGNUSSON

SHOPS IN MILAN, ROME, FLORENCE AND PARIS

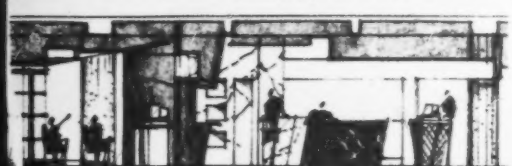
A CAHNERS PUBLICATION

CONT

INTERIOR DESIGN

At the Fair p. 108

Tea on two p. 82



Designed for demos p. 102

VOLUME 62

COVER

In Manhattan, a play loft designed by Paul Haigh with a nautical flair (see page 114). Photography: Elliott Kaufman

GIANTS II

49 THE SECOND HUNDRED INTERIOR DESIGN GIANTS OF 1991. Survey and analysis by Andrew Loebelson

SHOPS, STORES, SHOWROOMS

82 HENRI BENDEL: The New York shop moves to a site designed as a collaborative effort led by The Limited Store Design.

88 SILVER SHOP, PARIS: A boutique for Puiforcat by Jean-Pierre Heim

90 SILVER SHOP, ROME: Copper reflections by Transit Design for Limentani Argenti in an ancient quarter of the city

92 SILVER SHOP, MILAN: Cini Boeri restructures a shop in a 19th-century palazzo.

98 KNOLL, FLORENCE: Carl Magnusson renovates the venerable showroom.

OFFICE DESIGN

102 AT&T, ATLANTA: The company's Customer Technology Center by Thompson, Ventulett, Stainback & Associates

SALONE DEL MOBILE

108 MILAN: An overview of the 30th annual furniture fair in Milan

RESIDENTIAL DESIGN

114 HAIGH'S SPACE: Designing a Manhattan loft, Paul Haigh confronts challenges indicative of a new age.

Interior Design (ISSN 0020-5508, RPUSA 123397457) is published 17 times a year, monthly with one additional issue in January, February, May, September and November for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. **ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO:** Interior Design, 44 Cook Street, Denver, CO 80206-5800. TELEPHONE TOLL FREE 800-542-8138 (continental U.S. only) 303-388-4511, Ext. 377 (all others). Subscription rates $47.95 for one year; $79.95 for two years, including the Buyers Guide and Market issues in the U.S. Additional $20 per subscription year for postage outside the U.S. Single copies $10.00. Annual Buyers Guide $15.00. Prepayment required for single copy orders. Address all single copy requests along with payment to: INTERIOR DESIGN, P.O. BOX 173306, Denver, CO 80217-3306. Address all communications (other than Subscription) to: **INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011.** TELEPHONE 212-645-0067. Cable: Anddec New York. U.S.A. For reprint information contact Cahners Reprint Service, Des Plaines, IL, (312) 635-8800 or 1 (800) 323-4958.

ENTS

Games of old p. 46

JULY 1991

NUMBER 10

MARKET

38 MONTHLY MARKET SURVEY: A guide to new products and sources

46 ANTIQUES: James II Galleries and Vito Giallo in New York. By Roslyn Beilly, ASID

124 MANUFACTURERS' LITERATURE

IN THE INDUSTRY

24 NEWS: Artexpo show house; Haworth in Portugal; Lee Jofa in the United Kingdom, Love Ball 2 and Crown Auction fundraisers for AIDS; Briefly

26 SHOWROOM NEWS: Henderson Candler, Boston Design Center, by Perry Dean Rogers & Partners

30 INDUSTRY CALENDAR

32 PEOPLE

126 SNAPSHOTS

DEPARTMENTS

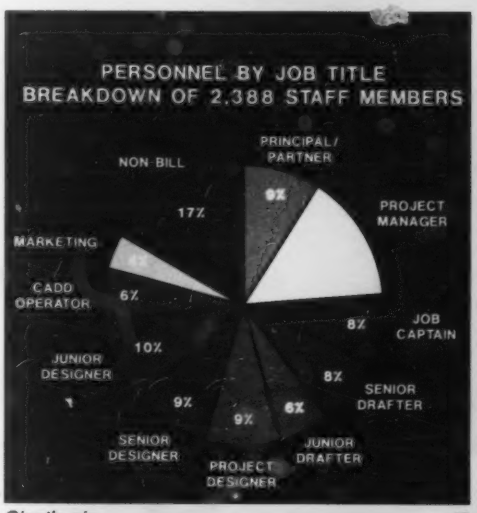
77 DESIGNERS AND PHOTOGRAPHERS IN THIS ISSUE

120 PETER BLAKE'S PAGE: End of Irony

81 EDITORIAL: Cara David, Publisher

COMING NEXT MONTH

Environmental concerns are on everyone's lips these days, but are much less evident, so far, on interior designers' drafting boards. In August *Interior Design* helps you separate the hype from the reality in this area of growing concern. We will examine what responsible designers can do in their own offices and what they can do in their drawings and specifications. We will also present some indications that a new environmental consciousness may be bringing with it a new aesthetic.



Giant's pie p. 49

Silver showcase p. 92

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THE SECOND 100 INTERIOR DESIGN GIANTS® OF 1991

BY ANDREW LOEBELSON

This was the year of the recession, and it shows up more clearly in the Second Hundred Interior Design Giants than it did in the Top Hundred (published here in January). Design fees were only down 0.6 percent, to $150.3 million, but, given a five percent inflation rate, that is really a loss of between four and five percent. Volume was up 1.7 percent, to $2.9 billion, but again that translates into an almost four percent loss. Combine the two statistics and you can see that design firms are getting almost seven percent less fee income per volume than last year.

Firms seem to have responded in various ways, but a very interesting statistic involves what firms call themselves and what ancillary services they provide. Last year about three-quarters of the firms on the list were interior design firms, with most of the rest being architecture firms. Only two called themselves facility management firms. This year only seven-tenths called themselves interior design firms, and the next biggest category, with thirteen responses, was facility management. The architecture segment went from being a fifth to being a tenth. Apparently, during the recession, firms of all ilks are trying to bill themselves as facility managers in order to sell an extended menu of services that includes many ongoing repeatable services in order to keep their people busy in spite of the scarcity of new work.

The total area of work installed dropped by a third, which seems hard to explain given the relatively constant fees and volume. The reason is the shift of emphasis away from the usual office work and into other, higher paying, work. In fact, office work was down five percent, while retail work increased 42 percent, hospitality work increased 23 percent, medical work increased nearly 60 percent, and educational work increased 158 percent. Of course, you must keep in mind that office design is still the mainstay of these firms' work, having only dropped from 80 to 75 percent on average. The size of the average office job also declined sharply, from 80,000 to 41,000 rentable sq. ft. (rsf), as corporate clients reacted to their own difficulties in this recession by doing only the most necessary renovations and fewer full departmental/divisional moves.

The actual average areas for jobs were as follows:

Project Type	Top 100 Size	2nd 100 Size
Offices	71,000 rsf	41,000 rsf
Hotels	178,000 rsf	143,000 rst
Retail	38,000 rsf	7,000 rsf
Medical	95,000 rsf	41,000 rsf
Educational	88,000 rsf	70,000 rsf
Research	172,000 rsf	37,000 rsf

Given the shift in both areas of emphasis and size of jobs, another interesting finding is that, although the average cost per sq. ft. of construction for all work taken together is up three percent, the fee per sq. ft. is up 24 percent, all in spite of the flat fee in aggregate.

Fees for the average office assignment, expressed in the most-used form of dollars per rsf, rose from $2.77 to $2.91, just keeping pace with inflation. With the increased work in other areas, fees for hotel work rose from $2.76 to $3.31 per rsf, restaurant work rose just barely from $5.50 to $5.53, medical from $2.73 to $2.76, research from $2.84 to $3.68, and retail fell from $5.49 to $5.34. It is easy to see what areas attempt to spend their way out of a recession (CHART ONE).

The fees as a percentage of volume rose and fell in roughly the same pattern; however, retail rose instead of falling because of the change of cost basis that will be discussed later (CHART TWO).

No matter how firms decide on their contractual fees, most firms bill on the basis of actual time spent by their personnel per billing period up to that maximum fee. These average billing rates were up strongly this year, averaging 11 percent over last year. The biggest increase went to junior drafters (23 percent) and the lowest increase went to both junior and senior designers (three to four percent). CADD operators earned about 12 percent more than last year, perhaps reflecting the continuing increase in demand for their skills. The management positions of principal, project manager, job captain and project designer were also billed out with above-average increases (CHART THREE).

The relationship between salaries and billing rates (plus fringe benefits) is called

Continued

CHART ONE

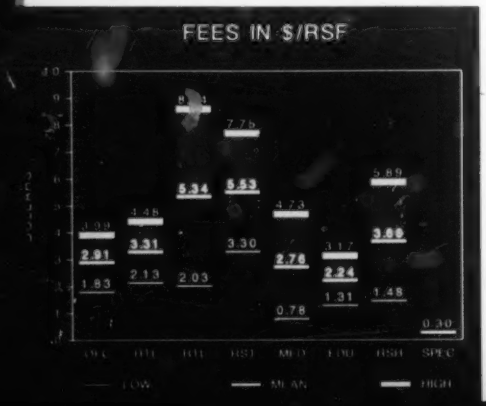
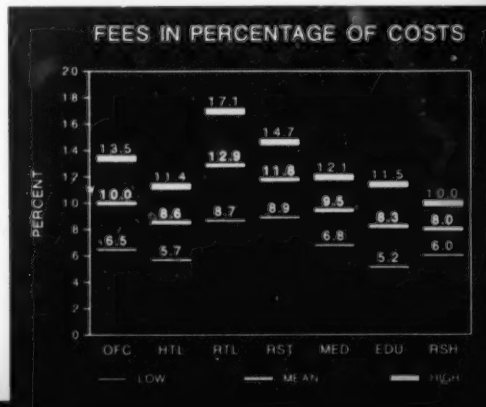


CHART TWO



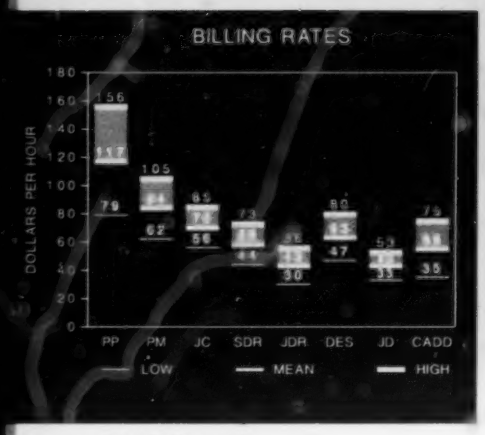


CHART THREE

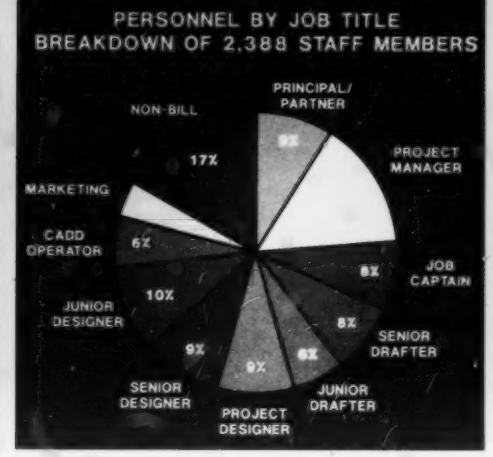


CHART FIVE

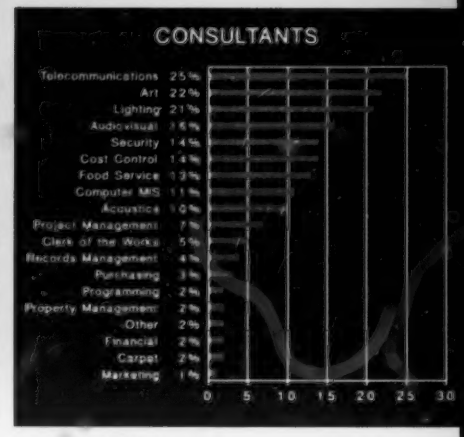


CHART SEVEN

the Billing Multiple. This year it increased just slightly by three percent, from 2.69 to 2.76. This is in spite of the fact that the fringe benefits given to the staff dropped just slightly, from 23.7 to 23.3 percent.

And that means that salaries were also up substantially this year. Basically they followed the same pattern as the billing rates. But up 19 percent from last year are the marketing people, who are even more important during a recession than during average or good times (CHART FOUR).

How do firms in a recession manage to raise salaries strongly in the face of flat earnings eaten away by inflation? They lay off 10 percent of their people. The total number of staff members for the Second Hundred dropped from 2,616 in 1990 to 2,388 in 1991. The drop was roughly equal for all categories, but junior designers and non-billable staff dropped a little more than the others (CHART FIVE).

Fees per employee were up nine percent ($72,000) while productivity was up an astounding 26 percent, to $1.4 million, of installed goods and services per employee. Since these statistics are averages of averages, they do not correspond exactly to the totals; they exaggerate the differences to make a point.

In terms of construction and furnishings costs for the different categories, the largest category, office work, was basically flat compared to last year. Those areas that increased in cost significantly more than inflation were new hotel construction, hotel renovation in general and new retail construction (CHART SIX).

Notwithstanding the recession, there was the same breakdown between new and renovated work, 59 percent this year compared to 41 percent last year. The use of computer terminals continued to increase slightly, to 86 percent of all work stations. Open plan layouts were used slightly more (six percent) than last year, but remained under half, at 48 percent, and systems furniture was used in about the same amount of work (45 percent). To insure that this work progressed smoothly, design firms and their clients continued to use at least nine consultants on ten percent of their jobs (CHART SEVEN).

In terms of the sophistication of the installations, the results were mixed. There were fewer private phone systems and snack areas, but more segregated smoking areas, security systems and physical fitness centers. Especially startling was the increase of daycare areas, from two to ten percent this year, although that statistic resulted from a few firms working on large projects installing them frequently. With two working parents in many families, daycare is becoming increasingly necessary, but most firms make arrangements with outside vendors of this service to avoid liability issues (CHART EIGHT).

Speaking of liabilities, nearly 90 percent of our respondents have Errors and Omissions insurance, up from 85 percent last year. The average size of the policy remained the same, at $1.3 million, but the average deductible doubled to $100,000.

Just about every firm in this survey uses computers for all tasks, including drafting, and the average size of a CADD job continued to drop this year to 20,000 rsf.

It is a sign of the times that most of the questions about who chooses design firms has not changed significantly this year. However, it should be noted that the percentage of bid jobs increased from below 41 percent to above 42 percent.

In order to cope with the current economic condition, the Second Hundred firms have cut their overall costs by trimming their staffs and expanding the scope of the services they offer. Each year this field continues to get tougher and interior design firms must make the necessary cuts and adjustments in order to survive and continue to prosper. □

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, the New York investment banking firm.

Information compiled by Deana L. Luzzi. Reprints of this article are available for $2 each through Deana Luzzi at Interior Design, *249 West 17th Street, New York, NY 10011, (212) 463-6675.*

CHART FOUR

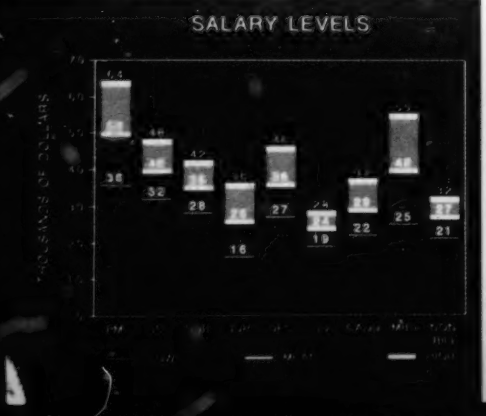


CHART SIX

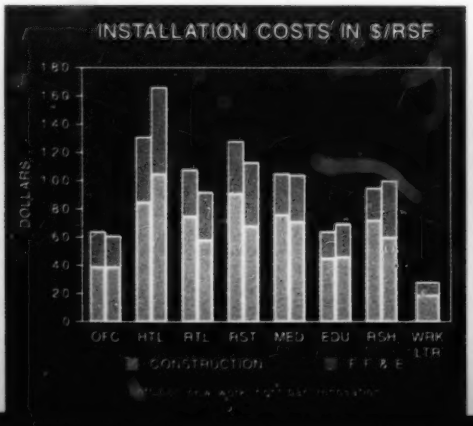
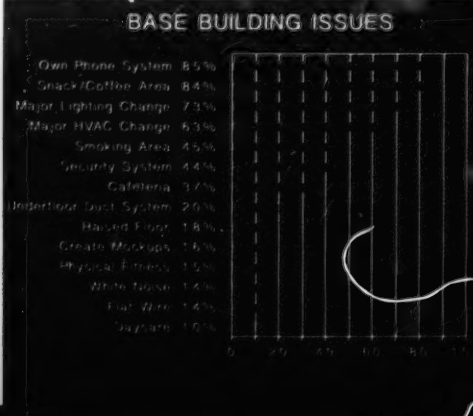


CHART EIGHT



KEYS

- ☐ OFFICE PLANNING FIRMS
- ☐ GENERALISTS
- ☐ STORE PLANNING FIRMS
- ☐ MEDICAL SPECIALISTS

The interior design fees in the following listings represent interior design work only (excluding hospitality design work and architecture, engineering and purchasing). All figures have been rounded off for the purpose of this listing. — Ed.

THE SECOND 100 INTERIOR DESIGN GIANTS OF 1991

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1991 (1990)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA: NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1000's	AVG. BILLING RATE $/HOUR	1990 INSTALLATIONS	1991 INSTALLATIONS
101 (93)	**Folgers Architects & Facility Design, Ltd.** Chicago Miami	2.35	2.48	63.2	1.25	4 PP 3 PM — JC 3 SDR 4 JDR	NA 39 — 30 26	100 75 — 65 40	3 DES 3 JD 2 CADD 1 MBD 28 TID	31 26 35 35 —	65 45 55 — —	O'Conner & Associates, Chicago Fireman's Fund Inc., Chicago Sidley & Austin, New York Cook County Circuit Court, Chicago	GSA office building, Chicago Amoco, Chicago O'Conner & Associates, Chicago Humana, Miami
102 (96)	**Hendrick Associates, Inc.** Atlanta	2.26	2.26	53.3	2.90	3 PP 5 PM — JC — SDR — JDR	NA 44 — — —	110 75 — — —	10 DES 3 JD 2 CADD 1 MBD 30 TID	31 17 NA NA —	58 35 65 65 —	Contel Corporation, Atlanta Oglethorpe Power Corporation, Tucker, GA 254 Washington Street, Atlanta Contel Cellular, Atlanta	The London Agency, Atlanta Oglethorpe Power Corporation, Tucker, GA Athens Regional Library, Athens, GA BBDO, Atlanta
103 (111)	**Marvin Stein & Associates, Inc.** Seattle	2.24	2.24	32.0	1.00	1 PP 3 PM 1 JC 6 SDR 1 JDR	NA 45 40 35 20	75 60 60 50 30	3 DES 1 JD 1 CADD — MBD 20 TID	38 20 40 — —	50 30 50 — —	Boeing, Lynnwood, WA Reliance Insurance, Federal Way, WA ESCA, Bellevue, WA D.E.C., Bellevue, WA	Seed & Berry, Seattle Cigna Insurance, Redmond, WA Seattle Housing Authority, Seattle Unigard Insurance, Redmond, WA
104 (144)	**The Rowland Associates, Inc.** Indianapolis Louisville, KY	2.22	2.46	72.5	2.30	4 PP 7 PM — JC — SDR — JDR	NA 40 — — —	80 70 — — —	8 DES 10 JD 2 CADD 2 MBD 39 TID	31 19 24 50 —	58 45 50 — —	Aristokraft, Jasper, IN Woodard Emhardt Naughton et al., Indianapolis The Associated Group, Indianapolis National Aquarium, Baltimore	Marsh Supermarkets headquarters, Indianapolis Eli Lilly & Co. corporate center, Indianapolis KPMG Peat Marwick, Cleveland Hamilton County Courts building, Noblesville, IN
105 (127)	**Settles Associates Inc.** Arlington, VA	2.21	2.21	46.8	.40	1 PP 5 PM 2 JC 3 SDR 4 JDR	NA 44 36 27 23	125 85 65 50 40	7 DES 6 JD 6 CADD 2 MBD 42 TID	28 22 20 36 —	58 40 50 — —	IBM, Gaithersburg, MD C&P, Silver Spring, MD Citibank, Washington, DC Small Business Administration, Washington, DC	Sovran Financial Corporation, Bethesda, MD Department of State, Washington, DC Fairfax Circuit Court, Fairfax, VA Bureau of Mines, Washington, DC
106 (128)	**Malesardi & Hubbard, Inc. (formerly Tardy & Assoc.)** San Francisco	2.20	2.20	22.3	.43	2 PP 3 PM 2 JC 2 SDR 1 JDR	NA 62 41 30 23	125 85 75 55 45	4 DES 1 JD — CADD — MBD 19 TID	29 23 — — —	55 45 — — —	Gateway Oaks, Sacramento, CA Sedgwick, Detert, Moran & Arnold, Los Angeles Spieker Partners, Sacramento, CA Hancock, Rothert & Bunshoft, San Francisco	CMI West, San Francisco Sedgwick, Deter, Moran & Arnold, Orange Cty., CA 9th Circuit Court of Appeals, San Francisco Laughlin, Falbo, Levy & Moresi, San Francisco
107 (130)	**Morris * Architects** Houston Washington, DC; Orlando, FL	2.19	7.00	58.8	2.80	2 PP 2 PM 3 JC 1 SDR 4 JDR	NA 50 40 45 25	120 73 58 60 40	5 DES 3 JD 2 CADD 1 MBD 24 TID	36 48 25 35 —	51 43 40 — —	The Hampton Retirement Center, Houston Navy Memorial, Market Square, Washington, DC Moody Gardens/Hope Arena, Galveston, TX Vinson & Elkins expansion, Houston	Moody Gardens, Phase III, Galveston, TX Leu Gardens, Orlando, FL Nasa Bay Sheraton, Clear Lake, TX Southland Gardens, Taylor, MI
108 (—)	**ED2 International** San Francisco Chicago	2.16	5.40	20.0	.30	4 PP 6 PM 8 JC 8 SDR 11 JDR	NA 60 52 48 24	90 65 50 45 35	5 DES 2 JD 5 CADD 1 MBD 54 TID	45 NA 30 NA —	52 38 45 — —	Natural Science Building III, UC Santa Cruz, CA IBM Corporate Facilities, multiple locations, CA Bank/America-Admin. Facilities, multiple locations Bank/America-Technical Data Ctr., multiple locations	NDERF/NTTC Facilities, Livermore Laboratory, CA Akebien Hotel, Nasu, Japan IBM, multiple locations, CA Bank/America-Technical Data Ctr., San Francisco
109 (99)	**Dean Tucker Shaw, Inc.** Boston	2.10	2.82	20.0	.26	4 PP 12 PM — JC — SDR — JDR	NA 40 — — —	125 80 — — —	6 DES 3 JD 2 CADD 1 MBD 30 TID	26 20 30 NA —	45 35 50 — —	Gaston & Snow, Boston Plymouth Rock Assurance Corp., Boston Palmer & Dodge, Boston Forum Corporation, Boston	Astra Pharmaceutical, Inc., Westborough, MA Palmer & Dodge, Boston John Hancock Insurance Co., multiple locations Taylor Anderson Travers, Boston
110 (152)	**J.T. Nakaoka Associates Architects** Los Angeles	2.09	2.28	31.0	.35	2 PP 3 PM 2 JC 1 SDR 2 JDR	NA 60 41 40 28	NA 95 70 55 45	1 DES 1 JD — CADD — MBD 15 TID	60 31 — — —	95 55 — — —	Bergdorf Goodman Men, New York Cartier, Honolulu Van Cleef & Arpels, Honolulu Natural History Museum, Los Angeles	Bergdorf Goodman Women, New York Indivi Prototype, Beverly Hills, CA Natural History Museum, Los Angeles Lens Crafters, multiple locations

NA indicates information not available — indicates information not applicable to category and/or firm

111 (115)	**MMAP, Inc.** San Francisco San Jose, CA	2.08	2.19	92.5	3.40	2 PP 6 PM 2 JC 4 SDR 3 JDR	NA 45 40 38 NA	110 85 75 75 55	4 DES 3 JD — CADD 1 MBD 30 TID	40 NA — 35 —	70 55 — — —	Photo & Sound, San Francsico First Interstate Bank, San Jose, CA Kaiser Hospital, Oakland, CA 3-Com Corporation, Santa Clara, CA	Doctors Company, Napa, CA The Zenith Insurance Co., San Francisco Grosvenor International, San Francisco Homart Development Co., South San Francisco
112 (—)	**New York Design Collaborative, Inc.** New York	2.08	2.60	50.0	.90	3 PP 3 PM 2 JC 2 SDR 1 JDR	NA 50 40 35 25	150 100 75 50 40	4 DES 1 JD 3 CADD 2 MBD 29 TID	38 25 35 50 —	88 50 150 — —	Chemical Bank, New York Lotus Development Corporation, New York Showtime, The Movie Channel, MTV, New York WCRS, New York	Sony Corporation of America, Boca Raton, FL Citibank, New York Bank of Boston, New York Chemical Bank, New York
113 (113)	**Cox James / IFB** Phoenix San Diego	2.07	2.18	21.0	.85	2 PP 7 PM 2 JC 2 SDR 1 JDR	NA 38 NA NA NA	125 65 63 58 38	1 DES 2 JD 2 CADD 1 MBD 25 TID	NA NA NA NA —	60 50 58 — —	Meyer, Hendricks, Victor, et al, Phoenix Ernst & Young, Phoenix Greater San Diego Chamber Commerce, San Diego Valley National Bank corporate center, Phoenix	Jones, Jones, Close & Brown, Las Vegas, NV Wells Fargo Bank, San Diego Valley National Bank, Phoenix First Interstate Bank, Phoenix
114 (112)	**Hopping Kovach Grinnell Design Consultants** Vancouver, BC	2.05	2.16	24.0	.50	3 PP 3 PM 2 JC 4 SDR 1 JDR	NA 42 40 36 24	75 75 65 50 40	4 DES 4 JD 2 CADD — MBD 26 TID	26 20 20 — —	50 40 40 — —	MacMillan Bloedel, Vancouver, BC Peat Marwick Thorne, Vancouver, BC McCarthy Tetrault, Vancouver, BC	Teck Corporation, Vancouver, BC Cominco, Vancouver, BC Campney & Murphy, Vancouver, BC
115 (118)	**Reeves Associates Architects, Inc.** Los Angeles	2.05	2.70	34.0	1.10	1 PP 4 PM 4 JC 3 SDR 3 JDR	NA 50 45 38 32	90 75 70 60 45	5 DES — JD 6 CADD — MBD 31 TID	41 — 31 — —	63 — 50 — —	Beverly Hills City Hall, Beverly Hills, CA Del Amo Financial Center, Torrance, CA County Transportation Comm./Phase I, Los Angeles Heron Building remodel/renovation, Los Angeles	County Transportation Comm./Phase II, Los Angeles Disney Imagineering/Metacomet bldg., Los Angeles Pep Boys corporate offices, Los Angeles Heron Building remodel/renovation, Los Angeles
116 (133)	**Kasler & Associates** Indianapolis Cleveland, Cincinnati	2.01	2.12	32.5	.72	2 PP 5 PM 5 JC 3 SDR — JDR	NA 55 35 28 —	125 75 65 55 —	7 DES 6 JD 3 CADD 1 MBD 43 TID	27 18 28 NA —	55 45 60 — —	IBM Regional office, Indianapolis Jacobson, Maynard, Tuschman & Kalur, Cleveland Chiquita Brands, Cincinnati Price Waterhouse, Indianapolis	United Student Aid Funds, Fishers, IN Charles Schwab, Indianapolis G.E. Aircraft, Cincinnati Chemed, Cincinnati
117 (104)	**J. Gordon Carr & Associates, P.C.** New York	1.95	2.35	47.3	.82	3 PP 4 PM — JC 4 SDR 3 JDR	NA 54 — 39 20	108 84 — 63 50	6 DES 2 JD 2 CADD 1 MBD 29 TID	50 27 32 41 —	80 60 60 — —	Seward & Kissel, New York Underwriters Laboratories, Inc., Melville, NY Chemical Bank, Mineola, NY Manufacturers Hanover Trust, New York	Sullivan & Cromwell, New York Manufacturers Hanover Trust, New York New York University, New York
118 (174)	**Saxelbye, Powell, Roberts & Ponder, Inc.** Jacksonville, FL	1.94	5.10	32.5	.35	1 PP 2 PM 2 JC — SDR — JDR	NA NA NA — —	75 70 65 — —	2 DES 2 JD 2 CADD 1 MBD 12 TID	NA NA NA NA —	55 50 45 45 —	Reichhold Chemicals, Research Triangle Park, NC Larson Building, Tallahassee, FL Barnett Banks, multiple GA & FL locations Koger Properties, multiple southeast locations	Leon No. One-State of Florida, Tallahassee, FL Koger Properties, multiple southeast locations Barnett Banks, multiple GA & FL locations
119 (141)	**Sasaki Associates, Inc.** Watertown, MA Los Angeles; Dallas; San Francisco; Coral Gables, FL; Washington, DC; Portland, ME; Santa Ana, CA	1.90	25.00	16.3	.25	1 PP 3 PM 1 JC — SDR — JDR	NA 53 35 — —	150 90 60 — —	2 DES 3 JD 1 CADD — MBD 11 TID	39 25 25 — —	68 58 40 — —	Bank of Boston, Customer Service Ctr., Canton, MA Northern AZ Univ. Cline Library, Flagstaff, AZ Speech Hearing Language Assoc., Rockville, MD Corporate Center Waltham, Waltham, MA	Sun Bank Center, Ft. Lauderdale, FL Plymouth Public Library, Plymouth, MA Brandeis University, Waltham, MA Easter Recreation Center, Prince William, VA
120 (—)	**Interni Design, Inc.** Long Beach, CA Los Angeles & Irvine, CA	1.90	2.00	20.0	1.40	4 PP 6 PM 4 JC 4 SDR 4 JDR	NA 45 40 33 24	110 95 70 65 35	4 DES 4 JD 2 CADD 1 MBD 41 TID	45 24 25 NA —	85 NA NA — —	Maxicare, Los Angeles State of CA - Dept. of Corporations, Los Angeles Fidelity Federal Bank, Glendale, CA	Home Savings of America, Irwindale, CA Fidelity Federal Bank, Glendale, CA
121 (165)	**Lendrum Associates Interior Architecture, Inc.** Phoenix	1.89	6.63	25.0	1.00	2 PP 5 PM — JC 3 SDR — JDR	NA NA — 28 —	90 70 — 40 —	5 DES — JD 2 CADD — MBD 19 TID	30 — 24 — —	55 — 40 — —	MeraBank Corporate Center, Phoenix Pinnacle West Capital Corp., Phoenix Motorola Chandler, Chandler, AZ Resolution Trust Corporation, Phoenix	El Paso Times, El Paso, TX Trailer Life, Agura, CA Shamrock Foods Company, Phoenix Montgomery & Andrews, Albuquerque, NM
122 (61)	**Heery Interiors/Heery International** Atlanta London, San Francisco	1.88	2.36	12.3	1.11	2 PP 6 PM — JC 2 SDR — JDR	NA 55 — 35 —	125 86 — 55 —	15 DES 4 JD 3 CADD 2 MBD 38 TID	37 21 25 30 —	57 33 39 — —	MCI headquarters consolidation, Atlanta Glaxo Training Center, Raleigh-Durham, NC Citicorp North America, Inc., Atlanta Digital DESN, Atlanta	Baptist Medical Childrens' Services, Jacksonville, FL Tennessee Valley Authority, Chattanooga, TN Atlanta Historical Society, Atlanta Hartsfield Center, Atlanta
123 (175)	**Business Design Group** Philadelphia	1.86	1.86	40.0	.85	2 PP 2 PM — JC — SDR — JDR	NA 40 — — —	100 75 — — —	8 DES 3 JD 3 CADD 4 MBD 29 TID	27 16 30 30 —	53 35 50 — —	Arco Chemical Company, Newtown Square, PA Nichols Company, Horsham, PA Penn Mutual Life Insurance, Horsham & Phila., PA Safeguard Scientifics, Inc., Wayne, PA	Arco Chemical Company, Newtown Square, PA Hoffritz, New York Nichols Company, Horsham, PA Intracorp, Berwyn, PA
124 (135)	**Rothenberg Sawasy Architects, Inc.** Los Angeles	1.85	2.13	26.2	.75	2 PP 3 PM 4 JC 4 SDR 3 JDR	NA 57 40 35 25	150 125 100 75 50	3 DES 1 JD — CADD — MBD 24 TID	35 25 — — —	83 50 — — —	Logicon Incorporated, San Pedro, CA California Commerce Bank, Los Angeles Nissan, Torrance, CA Metropolitan Water, Pasadena, CA	California Commerce Bank, Los Angeles Motherhood Maternity, Los Angeles Societe General, Los Angeles Sante Fe Energy Resources, Bakersfield, CA
125 (129)	**Jova/Daniels/Busby, Incorporated** Atlanta	1.85	3.55	183.8	3.40	3 PP 2 PM 2 JC — SDR — JDR	NA NA NA — —	100 85 55 — —	5 DES 2 JD 3 CADD 2 MBD 20 TID	33 NA 30 NA —	58 35 45 — —	Atlanta City Hall Complex, Atlanta VA Replacement Hospital, Augusta, GA Georgia War Vets Hospital, Milledgeville, GA Microelectronics Center/GA Inst. Tech., Atlanta	BellSouth Enterprises headquarters, Atlanta NW Georgia Trade & Convention Ctr., Dalton, GA Medical College of Georgia, Augusta, GA A.G. Rhodes, Inc., Marietta, GA

* Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

126 (106)	**The Eggers Group, P.C.** New York	1.83	4.07	55.0	.75	3 PP 2 PM 2 JC 3 SDR 3 JDR	NA 54 47 40 28	175 100 85 70 50	5 DES 1 JD 4 CADD 2 MBD 35 TID	51 78 30 55 —	93 50 55 — —	Queens County College, Toms River, NJ Crum & Forster, Basking Ridge, NJ Sunkyong America, Inc., New York Prudential Bache, New York	Medical Arts Center, New York Hungtington Hospital, Huntington, NY Salvation Army, Nyack, NY Crum & Forster, Morristown, NJ
127 (148)	**Peter Marino + Assoc. Architects/ Peter Marino Ltd.** New York France; Philadelphia; Easthampton, NY	1.82	7.59	12.15	.10	1 PP 3 PM 12 JC 14 SDR 16 JDR	NA 90 60 42 36	350 150 113 79 68	7 DES 10 JD 3 CADD — MBD 100 TID	59 30 38 — —	110 56 71 — —	Antwerp Diamond House, Antwerp, Belgium Barneys, Tokyo Hirschfeld residence, Southampton, NY Whittle residence, New York	Whittle Communications headquarters, Knoxville, TN The Americana Shopping Center, Manhasset, NY Pickfair, Beverly Hills, CA Whittle residence, Easthampton, NY
128 (—)	**Hague-Richards Associates Ltd.** Chicago	1.81	2.01	235.0	.70	1 PP 2 PM 3 JC 3 SDR 4 JDR	NA 80 48 35 25	150 125 90 60 55	4 DES 3 JD — CADD — MBD 26 TID	40 23 — — —	70 44 — — —	Whitman Corporation, Chicago Mitsui/Taiyo Kobe Bank, Ltd., Chicago Societe Generale, Chicago American National Bank & Trust of WI, Milwaukee	FMC Chemical Group, Philadelphia J.I. Case, Hinsdale, IL FMC Corporation headquarters, Chicago Stein Roe & Farnham, Chicago
129 (105)	**Ford & Earl Associates, Inc.** Warren, MI Southfield, MI	1.80	2.70	76.0	2.00	4 PP 6 PM 3 JC 2 SDR — JDR	NA 51 40 34 —	95 80 70 60 —	3 DES 7 JD 2 CADD 1 MBD 45 TID	36 27 36 26 —	60 50 70 40 —	Ford-Credit division, Dearborn, MI Masco Corporation, Taylor, MI Ford-world headquarters, Dearborn, MI Etkin Equities Inc., Farmington Hills, MI	Volkswagen of America, Auburn Hills, MI Ford-electronics division, Dearborn, MI Oakwood Hospital, Dearborn, MI
130 (124)	**Shea Architects, Inc.** Minneapolis St. Paul, MN	1.79	2.21	20.0	.73	1 PP 2 PM 7 JC 4 SDR 7 JDR	NA 40 31 23 13	75 60 48 35 18	3 DES 2 JD 4 CADD — MBD 35 TID	28 21 20 — —	45 31 30 — —	Baker Center, Minneapolis Medtronics, Minneapolis MN/Hennepin City Bar Assoc., Minneapolis Toulouse/Azur Rest. Gaviidae Common, Minneapolis	Norwest Operation Center, Minneapolis Regis Corporation, Minneapolis City Center, Minneapolis Gaviidae II Food Court, Minneapolis
131 (136)	**Davis & Carter, P.C.** McLean, VA Washington, DC	1.79	6.00	58.0	2.30	2 PP 7 PM 4 JC 2 SDR 3 JDR	NA 58 38 28 21	160 125 75 49 38	6 DES 4 JD 2 CADD 2 MBD 38 TID	39 22 24 43 —	67 40 48 — —	United Jersey Bank Oper. Ctr., Ridgefield Park, NJ C&P Telephone Company, Falls Church, VA Standard Technology, Falls Church, VA National Guard Assoc. of the U.S., Washington, DC	F25, Fairfax County, VA Fairfax County government offices, Fairfax, VA Fairfax Marriott All Suites, Fairfax, VA Fairfax Medical Laboratories, Fairfax, VA
132 (147)	**Rothe-Johnson Associates** Edison, NJ	1.79	5.10	20.1	.70	1 PP 2 PM 3 JC 2 SDR 2 JDR	NA 58 47 38 27	175 125 100 75 45	2 DES 2 JD 2 CADD — MBD 17 TID	38 27 26 — —	75 55 75 — —	Bloomberg Financial Markets, Princeton, NJ Copeland Companies, Woodbridge, NJ Kimball Professional Offices, Lakewood, NJ Amboy Madison Bank, Old Bridge, NJ	State of NJ Motor Vehicle Department, Trenton, NJ Bloomberg Financial Markets, New York Seton Hall Library Complex, South Orange, NJ Newark office facilities, Newark, NJ
133 (161)	**Cornoyer-Hedrick Architects & Planners, Inc.** Phoenix Albuquerque, NM	1.71	8.65	17.0	.80	1 PP 6 PM — JC 1 SDR 1 JDR	NA 33 — NA NA	125 65 — 45 25	5 DES 4 JD 2 CADD 1 MBD 24 TID	27 21 NA NA —	53 40 35 — —	Scottsdale Insurance Company HQ, Scottsdale, AZ Arizona Department of Commerce, Phoenix Cornoyer-Hedrick Architects & Planners, Phoenix Stonecreek Golf Clubhouse, Paradise Valley, AZ	Arizona Public Service Co., Phoenix AZ State Univ.-Campus admin./faculty bldg., Phoenix Continental Homes, Scottsdale, AZ
134 (163)	**Cooper Carry Studio** Atlanta Washington, DC	1.70	1.99	23.0	1.10	1 PP 7 PM — JC — SDR — JDR	NA 42 — — —	145 80 — — —	4 DES 6 JD 2 CADD 2 MBD 29 TID	34 21 32 35 —	60 40 NA — —	Home Depot, USA, Atlanta Worldspan LP, Atlanta Barnett Banks, Inc., Jacksonville, FL National Services Industries, Inc., Atlanta	Kilpatrick & Cody, Atlanta Resurgens, Atlanta Barnett Banks, Inc., Jacksonville, FL Worldspan LP, Atlanta
135 (82)	**Rosen Perry Preston, Inc.** New York Washington, DC	1.70	1.70	28.0	.50	3 PP 2 PM 2 JC 3 SDR 3 JDR	NA NA NA 40 26	NA 95 75 65 45	3 DES 3 JD — CADD 1 MBD 25 TID	63 28 — NA —	85 45 — — —	Merck & Co., Inc., Somerset, NJ Simpson Thacher & Bartlett, New York Pepsi Cola World Beverage HQ, Somers, NY Spencer Stuart & Associates, New York	Museum of Broadcasting, New York Merck & Co., Inc., Somerset, NJ Emmet Marvin & Martin, New York DDB Needham Worldwide, Inc., New York
136 (168)	**Giffels Associates, Inc.** Southfield, MI Giffels Hoyem Basso, Inc./Troy, MI	1.67	41.7	75.0	7.00	— PP 2 PM — JC — SDR — JDR	— 52 — — —	— 63 — — —	5 DES 4 JD 1 CADD — MBD 12 TID	40 26 26 — —	47 32 32 — —	Ford, Avon Lake, OH Amoco APPI, Atlanta Digital Equipment Corp., multiple locations MI National Corp., Southfield & Farmington, MI	Michigan Correctional Facilities, multiple locations Chrysler Technology Center, Auburn Hills, MI Bodine Aluminum, Inc., St. Louis B.O.C., Lansing, MI
137 (167)	**Loebl Schlossman & Hackl, Inc.** Chicago	1.66	9.22	20.7	.88	— PP 4 PM — JC 3 SDR — JDR	— 47 — 34 —	— 80 — 58 —	5 DES 3 JD — CADD — MBD 15 TID	27 22 — — —	46 36 — — —	Hewitt Associates, Lincolnshire, IL Harris Bank, Chicago Hinsdale Hospital, Hinsdale, IL LaSalle Partners, Chicago	Hewitt Associates, Lincolnshire, IL Harris Bank Bankcard, Buffalo Grove, IL Prudential Plaza Tenant Planning, Chicago Holley Court Terrace, Oak Park, IL
138 (—)	**Ruys & Company** Atlanta	1.66	1.80	21.5	.75	3 PP 1 PM — JC — SDR — JDR	NA NA — — —	96 75 — — —	3 DES 3 JD 3 CADD — MBD 16 TID	27 19 30 — —	60 40 65 — —	Atlanta Gas Light Company, Atlanta HBO & Company, Atlanta Bankers Trust Company, Atlanta Allstate, Atlanta	Atlanta Gas Light Company, Atlanta HBO & Company, Atlanta Promenade II, Atlanta Ravinia III, Atlanta
139 (151)	**Winecoff/Stathis Associates, Inc.** New York	1.65	1.65	6.5	.50	2 PP 4 PM — JC 8 SDR — JDR	NA 45 — 44 —	90 68 — 60 —	6 DES — JD — CADD — MBD 23 TID	46 — — — —	65 — — — —	Sills Cummins Zuckerman et al., Newark, NJ Gruner + Jahr USA Publishing, New York Deer Park Spring Water, Carlstad, NJ Hannoch Weisman, Trenton, NJ	Clapp & Eisenberg, Newark, NJ Unisys, New York Hannoch Weisman, Roseland, NJ Time Warner Inc., New York
140 (137)	**CPG Architects & Planners, Inc.** Stamford, CT	1.61	1.95	15.0	1.10	2 PP 4 PM 6 JC — SDR — JDR	NA 60 40 — —	95 85 75 — —	3 DES — JD — CADD — MBD 20 TID	30 — — — —	75 — — — —	Citicorp P.O.S., Stamford, CT Xerox Corporation, Woodbury, Long Island, NY M & T Chemicals, Woodbridge, NJ G E Capital Corporation, Danbury, CT	Mitsui Trading, New York I.M.R.S., Stamford, CT U.S.G.I., Norwalk, CT Aetna Insurance, Hartford, CT

NA indicates information not available — indicates information not applicable to category and/or firm

141 (—)	**Mekus Johnson Inc.** Chicago	1.61	1.79	30.5	.60	3 PP 5 PM 4 JC — SDR — JDR	NA 50 40 — —	125 70 60 — —	7 DES 4 JD — CADD 2 MBD 28 TID	31 20 — 32 —	45 30 — 50 —	Morton International, Chicago Paine Webber Incorporated, Chicago American Bar Association, Chicago World Book Publishing, Chicago	Baker & McKenzie, Chicago Ameritech, Detroit Marriott Corporation, Chicago Marshall, O'Toole, Gerstein et al., Chicago
142 (143)	**ADD Inc.** Cambridge, MA Washington, DC	1.60	5.10	33.0	.75	2 PP 4 PM 2 JC — SDR — JDR	NA 41 NA — —	135 80 65 — —	— DES 2 JD 1 CADD 1 MBD 13 TID	— NA NA NA —	— 45 50 — —	State Street Bank, Boston Hologic, Inc., Waltham, MA GTECH Corporation, West Greenwich, RI Tufts Associated Health Plan, Waltham, MA	Thompson Financial Services, Boston Metropolitan Life, Ulster, NY Fish & Richardson, Boston Prudential Marketing Ctr./Support offices, Boston
143 (134)	**Chapman & Biber, AIA - Architecture, Planning & Interior Design** Summit, NJ	1.60	3.20	16.0	.35	2 PP 2 PM 2 JC — SDR — JDR	NA NA NA — —	NA NA NA — —	1 DES 1 JD 1 CADD 1 MBD 12 TID	NA NA NA NA —	NA NA NA — —	Childrens' Specialized Hospital, Mountainside, NJ Rutgers - The State University, New Brunswick, NJ Chemical Bank, multiple NJ locations Alexian Manor Senior Citizens Housing, Elizabeth, NJ	Childrens' Specialized Hospital, Mountainside, NJ Chemical Bank, multiple NJ locations US GSA building, Patterson, NJ US Coast Guard Academy, New London, CT
144 (146)	**The Intertect Group, Inc.** New York	1.52	1.69	8.4	.46	2 PP 3 PM 1 JC 1 SDR 1 JDR	NA 43 33 33 23	140 100 85 80 60	1 DES 1 JD 1 CADD 1 MBD 12 TID	33 23 NA NA —	80 60 65 — —	Profile Diagnostics, New York, NY Automated Concepts, New York, NY Filmstat, New York, NY Retail Management, New York, NY	Randa Corp., New York, NY Mexican Tourism Building, New York, NY Market Intelligence, New York, NY Lunzer Diamonds, New York, NY
145 (154)	**Carlsten Associates, P.C.** Atlanta Cincinnati	1.51	1.59	16.1	1.30	1 PP 2 PM 3 JC — SDR — JDR	NA 45 36 — —	100 65 55 — —	6 DES 4 JD 2 CADD — MBD 23 TID	34 25 20 — —	45 35 35 — —	Royal Insurance, Atlanta American International Group, Atlanta Dr. Morton Galina, M.D. office, Atlanta Excellenet, Atlanta	American International Group, Atlanta Northern Kentucky Pediatric, Highland Heights, KY Tower Park Condominiums, Ft. Thomas, KY Drs. Ashton, Simene & Bell office, Dahlonega, GA
146 (156)	**RNL Design** Denver Los Angeles	1.51	3.35	11.0	.43	1 PP 2 PM 3 JC — SDR 1 JDR	NA NA 22 — NA	125 65 45 — 35	3 DES 2 JD 1 CADD 1 MBD 14 TID	37 NA NA NA —	58 35 35 — —	Resolution Trust Corporation, Denver Compass Real Estate Management, Denver US West Communications, Denver & Englewood, CO Public Service Company, Denver	New Mexico State Capitol building, Santa Fe, NM
147 (192)	**Rhycof Design Associates, Inc.** Atlanta	1.50	1.50	21.5	.65	4 PP 2 PM — JC — SDR — JDR	NA 36 — — —	110 85 — — —	5 DES 2 JD 2 CADD 1 MBD 19 TID	25 18 23 23 —	68 45 80 30 —	KnowledgeWare, Inc. concourse, Atlanta KnowledgeWare, Inc. sales office, Chicago Prudential, Atlana R.T. Jones Memorial Library, Canton, GA	KnowledgeWare, Inc. sales office, San Francisco KnowledgeWare, Inc. concourse, Atlanta IBM, Pensacola, FL American Insurance, Phoenix
148 (91)	**SGS (Steinmann, Grayson, Smylie)** Los Angeles Sacramento, CA; Las Vegas, NV	1.50	2.50	15.0	.50	4 PP 2 PM 2 JC 1 SDR — JDR	NA 45 35 38 —	108 68 55 48 —	2 DES 2 JD — CADD 1 MBD 14 TID	38 28 — NA —	53 35 — 88 —	National Medical Enterprises, Santa Monica, CA Beverly Hills Civic Center, Beverly Hills, CA Transamerica Occidental Life Insurance, Los Angeles Culver City Hall/temporary quarters, Culver City, CA	San Joaquin Human Services Agency, Stockton, CA Lynwood Criminal Justice Center, Lynwood, CA Montgomery Engineering, Pasadena, CA
149 (200)	**Benson, Hlavaty & Associates, Inc.** Dallas	1.48	1.77	82.8	2.33	3 PP 1 PM — JC 2 SDR 2 JDR	NA 35 — 30 27	85 65 — 65 45	3 DES 2 JD — CADD 1 MBD 16 TID	32 25 — 45 —	60 40 — — —	Vial, Hamilton, Koch & Knox, Dallas Fireman's Fund Insurance, Dallas Electronic Data Systems, Dallas Crum & Forster Insurance, Dallas	Nissan Motor Acceptance Corporation, Dallas Aviation Office of America, Dallas Canterbury, Stumber, Eldgridge & Gooch, Dallas Delta Crown Rooms, Dallas/Ft. Worth Int'l Airport
150 (150)	**JRS Architect, P.C.** Mineola, NY Woodbridge, NJ	1.47	1.50	27.0	.50	1 PP 4 PM 2 JC 3 SDR 3 JDR	NA 50 40 33 22	100 75 60 50 30	2 DES — JD 3 CADD 1 MBD 22 TID	35 — 28 NA —	55 — 45 — —	Financial Federal Savings, Staten Island, NY Chemical Bank, Jericho, NY Chemical Bank, Melville, NY Chase Manhattan Bank, Lake Success, NY	Chase Manhattan Bank, New York Savings of America/Bowery Savings, Jericho, NY Savings of America/Bowery, Massapequa, NY Bowery Savings, New York
151 (—)	**Robert Fymat & Associates, Inc.** New York Paris, London	1.44	2.00	65.0	1.80	2 PP 2 PM 2 JC 4 SDR 2 JDR	NA 51 48 45 32	NA 80 75 70 50	5 DES — JD 1 CADD — MBD 21 TID	38 — 64 — —	60 — 100 — —	American Express-Optima Card, Jacksonville, FL American Express-Operations, Markham, Ontario American Express Travellers Cheques, New York Young & Rubicam, New York	American Express Card Operations Center, Paris Young & Rubicam, New York National Westminster Bank, USA, London
152 (176)	**Donna Vaughan & Associates, Inc.** Dallas	1.43	1.46	49.0	1.95	1 PP 8 PM 5 JC 1 SDR — JDR	NA 45 25 41 —	80 60 45 55 —	— DES 2 JD 2 CADD 1 MBD 25 TID	— 19 45 80 —	— 35 55 — —	First Gibraltar Bank, FSB, Irving, TX ICL Datachecker, Irving, TX Antrim Computer, Plano, TX Boy Scouts of America, Westlake, TX	Dallas Central Appraisal District, Dallas First Gibraltar Bank, FSB, San Antonio, TX Killion McCabe, Dallas First Gibraltar Bank, FSB, Houston
153 (—)	**C.W. Fentress J.H. Bradburn and Associates, P.C.** Denver	1.43	4.70	30.0	1.02	1 PP 1 PM 1 JC 1 SDR — JDR	NA 48 44 26 —	125 95 85 45 —	3 DES — JD 1 CADD 2 MBD 12 TID	32 — 20 30 —	55 — 40 55 —	Colorado Convention Center, Denver Jefferson County Human Services Bldg., Golden, CO Center Office Building, Pueblo, CO Ronstandt Transit Center, Tucson, AZ	Jefferson County Governmental Center, Golden, CO Sheridan Heritage Building, Denver Estes Park Conference Center, Estes Park, CO Colorado School of Mines, Golden, CO
154 (162)	**Crosby Helmich Yandell & Drake** San Francisco Cambridge, England	1.43	1.50	25.5	.47	3 PP 4 PM 2 JC 4 SDR 2 JDR	NA 52 36 36 28	105 75 55 55 40	2 DES 2 JD 1 CADD 2 MBD 28 TID	36 24 39 NA —	60 35 60 — —	Pacific Bell, Oakland, CA IBM, San Jose, CA Weinberger Courthouse, San Diego CalFox, San Francisco	235 Pine, San Francisco Lawrence Livermore Nat'l Laboratory, Livermore, CA Pacific Bell, San Jose, CA UC Berkeley Student Services, Berkeley, CA
155 (169)	**H. Hendy Associates** Irvine, CA	1.41	1.66	30.5	2.50	3 PP 5 PM — JC — SDR — JDR	NA 48 — — —	100 75 — — —	13 DES 1 JD 2 CADD 1 MBD 29 TID	31 18 30 — —	60 55 60 — —	Pac-Tel Cellular, Irvine, CA The Keith Companies, Costa Mesa, CA Apple Computer, Culver City, CA Apple Computer, S.W.O.P.S., Irvine, CA	Hewitt Associates, Newport Beach, CA Shearson Lehman Hutton, Redlands, CA General Monitors, Irvine, CA MicroTechnology, Anaheim, CA

• Rankings determined by tens before rounding. All figures have been rounded off for the purpose of this ranking

156 (—)	**Michael Fox, Inc.** St. Louis	1.40	1.76	11.4	.23	2 PP 4 PM — JC 2 SDR — JDR	NA 43 — 30 —	110 75 — 55 —	4 DES 3 JD 2 CADD 1 MBD 23 TID	29 19 21 19 —	55 35 50 — —	Allied Healthcare Products, St. Louis MCI Telecommunications, St. Louis Welsch, Flatness & Lutz, St. Louis Henry Ansbacher, Inc., New York	TBWA-Kerlic Switzer, St. Louis Memorial Community Hospital, Jefferson City, MO Emerson Electric Co., St. Louis Monsanto Company, St. Louis
157 (132)	**Catallo Associates, Inc.** Birmingham, MI Chicago	1.38	3.40	40.8	1.25	1 PP 6 PM — JC 3 SDR 2 JDR	NA 55 — 33 16	125 75 — 50 35	9 DES 1 JD 1 CADD 1 MBD 31 TID	33 20 30 50 —	50 35 45 65 —	Cuna Mutual Insurance Group, Southfield, MI Meadowbrook Insurance Group, Southfield, MI Kirco Realty and Development, Troy, MI Boulevard Technical Services, Chicago	MI Physicians Mutual Liability Co., East Lansing, MI Bozell, Inc., Southfield, MI Ameritech Publishing, Inc., Detroit First Center Office Plaza, Southfield, MI
158 (131)	**Matarazzi Associates** San Francisco	1.37	1.44	23.0	1.44	1 PP 4 PM 2 JC 2 SDR — JDR	NA 51 NA NA —	125 95 75 65 —	4 DES 2 JD 2 CADD 2 MBD 25 TID	41 NA NA NA —	60 45 55 — —	State Compensation Insurance Fund, San Francisco 120 Montgomery Street, San Francisco 49 Stevenson Street, San Francisco Embarcadero Center West, San Francisco	Sutter Plaza, San Francisco United States Embassy, La Paz, Bolivia Embarcadero Center/buildings 1-4, San Francisco Commerce Clearing House, Inc., San Rafael, CA
159 (153)	**Burroughs Roos Grierson, Inc.** Washington, DC	1.34	1.57	18.4	.23	4 PP — PM 4 JC 2 SDR 2 JDR	NA — 60 38 32	110 — 75 55 40	3 DES 3 JD — CADD — MBD 23 TID	57 30 — — —	75 55 — — —	Bureau of National Affairs, Inc., Washington, DC Dyer Ellis Joseph & Mills, Washington, DC World Wildlife Conservation Fndn., Washington, DC Pike & Fischer, Bethesda, MD	Bureau of National Affairs, Inc., Washington, DC The Donohoe Companies HQ, Washington, DC Action Industries headquarters, Tupelo, MS Spiegel & McDiarmid, Washington, DC
160 (158)	**ISS - Interior Space Specialists, Inc.** Livingston, NJ	1.33	1.75	20.0	.75	1 PP 5 PM 2 JC 2 SDR — JDR	NA 40 35 30 —	125 85 65 50 —	2 DES — JD 2 CADD 2 MBD 19 TID	40 — 35 75 —	65 — 50 — —	Deloitte & Touche, Parsippany, NJ The Connell Company, Westfield, NJ Prudential Insurance Co., Rockaway, NJ SMH (U.S.), New York	SMH (U.S.), Tarrytown, NY Globe Mortgage, Hackensack, NJ Riker Danzig, Florham Park, NJ Hilton Court, Parsippany, NJ
161 (166)	**Alan Gaynor & Company, P.C.** New York	1.31	1.31	15.6	.50	2 PP 2 PM 3 JC 2 SDR 3 JDR	NA 38 34 28 21	125 80 75 70 60	1 DES — JD 2 CADD 1 MBD 18 TID	40 — 29 33 —	80 — 170 — —	Price Waterhouse, Hackensack, NJ Smith New Court, New York Carl Marks & Co., New York The Travelers Companies, Yonkers, NY	American Express Bank Ltd., New York Couristan Carpets, Fort Lee, NJ Banco Espanol de Credito, New York CAP S.A. de Inversiones, New York
162 (145)	**J. Howard & Associates, Inc.** San Diego	1.30	1.30	15.3	.62	1 PP 5 PM 1 JC 1 SDR — JDR	NA 45 NA NA —	150 90 90 65 —	4 DES 3 JD 1 CADD — MBD 20 TID	30 17 NA — —	63 45 60 — —	Brobeck, Phleger & Harrison, San Diego Lewis, D'Amato, Brisbois & Bisgaard, San Diego The Plaza, San Diego Clark Medical Office, San Diego	Seltzer, Caplan, Wilkins & McMahon, San Diego Lorenz, Alhadeff, Lundin & Oggel, San Diego University of California/San Diego, San Diego Latham & Watkins, San Diego
163 (183)	**Jain Malkin Inc.** La Jolla, CA	1.29	1.77	39.8	.64	2 PP 4 PM — JC — SDR — JDR	NA 50 — — —	93 60 — — —	6 DES 1 JD 3 CADD — MBD 20 TID	40 27 33 — —	52 35 60 — —	North City West medical building, Del Mar, CA Scripps Hospital Education building, La Jolla, CA Campus Point-admin. services bldg. La Jolla, CA Pomerado Hospital, Poway, CA	Mercy Hospital Southwest, Bakersfield, CA Village Hillcrest medical office building, San Diego Community Hospital expansion, Chula Vista, CA Scripps Memorial Hospital, Chula Vista, CA
164 (107)	**Grad Associates, P.A.** Newark, NJ	1.29	7.15	25.7	.90	1 PP 2 PM 2 JC — SDR — JDR	NA NA NA — —	NA NA NA — —	2 DES — JD 2 CADD — MBD 8 TID	NA — NA — —	NA — NA — —	First Fidelity Bancorporation, Lawrenceville, NJ State of New Jersey/153 Halsey Street, Newark, NJ Selective Insurance Company, Branchville, NJ Blue Cross/Blue Shield of New Jersey, Newark, NJ	Commerz Bank, New York BASF / Programming, Mt. Olive, NJ Federal Building & U.S. Courthouse, Newark, NJ Seton Hall Law School, Newark, NJ
165 (—)	**Morimoto Associates** Los Angeles	1.28	1.35	38.5	.64	1 PP 2 PM 2 JC 3 SDR 3 JDR	NA 60 38 32 30	130 105 85 85 65	3 DES — JD 4 CADD — MBD 23 TID	34 — 36 — —	95 — 85 — —	State Bar of CA, Los Angeles & Sacramento, CA State Farm Insurance, Santa Ana, CA Seiko Instruments, San Jose, CA Fuji Photo Film USA Inc., Cypress, CA	American Savings, Irvine, CA International Bank of California, Rowland Heights, CA State Bar of CA, Los Angeles & Sacramento, CA Issac Shepher (Life Alert/Contour Chair), Chatsworth
166 (172)	**Interior Space, Inc.** St. Louis	1.28	1.28	7.5	.90	3 PP 3 PM — JC — SDR — JDR	NA 35 — — —	110 85 — — —	6 DES 5 JD — CADD 2 MBD 25 TID	26 20 — 25 —	55 40 — 40 —	Blue Cross/Blue Shield headquarters, St. Louis Blue Cross/Blue Sheild claims center, St. Louis Citicorp Mortgage, Inc., St. Louis Stifel Financial Corporation, St. Louis	Blue Cross/Blue Shield of Missouri, St. Louis Citicorp Mortgage, Inc., St. Louis Edison Brothers stores, St. Louis Cass Information Systems, Columbus, OH
167 (—)	**Duvall/Hendricks, Inc.** Baltimore Washington, DC	1.28	1.37	8.1	.32	2 PP 4 PM 1 JC 2 SDR 2 JDR	NA 36 NA 26 18	110 75 70 46 30	6 DES 5 JD — CADD 1 MBD 30 TID	28 19 — NA —	50 34 — 85 —	Ernst & Young accounting offices, Fairfax, VA Alex Brown & Sons, Baltimore Ernst & Young accounting offices, Washington, DC C&P Telephone, Salisbury, MD	Ernst & Young accounting offices, Washington, DC Alex Brown & Sons, Towson, MD Candler Building, Baltimore Gateway II, Linthicum, MD
168 (173)	**Interior Design Development Inc.** Costa Mesa, CA	1.25	2.40	5.0	.64	2 PP 2 PM 2 JC — SDR — JDR	NA 43 32 — —	85 85 85 — —	2 DES 2 JD — CADD 2 MBD 14 TID	32 25 — 30 —	85 65 — — —	Kaiser Permanente, multiple Southern CA locations City of Hope fund raiser, Los Angeles Chubb International, Philadelphia Covington Technologies, multiple CA locations	Kaiser Permanente, multiple Southern CA locations City of Hope, Los Angeles Covington Technologies, multiple CA locations Chubb International, Philadelphia
169 (160)	**Chatelain Hunter/Miller (formerly Hunter/Miller & Assoc.)** Alexandria, VA	1.25	2.12	41.1	2.15	4 PP 4 PM 2 JC 2 SDR 4 JDR	NA 51 48 39 25	105 80 75 65 28	13 DES 6 JD — CADD — MBD 41 TID	33 26 — — —	45 35 — — —	Nat'l Center for Health Statistics, Hyattsville, MD Shoppers Food Warehouse corp. HQ, Lathan, MD Defense Nuclear Fac. Safety Board, Washington, DC Patent Trademark office headquarters, Arlington, VA	Nat'l Oceanic & Atmospheric Admin., Bethesda, MD Burson Marstellar, Washington, DC WETA headquarters, Washington, DC SPAWAR-Naval Space Warfare Cmmd., Arlington, VA
170 (—)	**Dorothy Draper & Co., Inc.** New York White Sulphur Springs, WV; St. Croix, USVI; London; Ireland	1.24	8.25	35.0	NA	1 PP 24 PM — JC 18 SDR — JDR	NA 105 — 63 —	NA 155 — 110 —	20 DES — JD — CADD — MBD 72 TID	73 — — — —	130 — — — —	Jenny Lake/Jackson Lake Lodge, Jackson Hole, WY Greenbrier Hotel, White Sulphur Springs, WV Grand Hotel, Mackinac Island, MI Vice President's residence, Washington, DC	Breakers Hotel, Palm Beach, FL Brazilian Court Hotel, Palm Beach, FL Vormorant Cove, St. Croix, USVI Villa del Mar, St Croix, USVI

NA indicates information not available — indicates information not applicable to category and/or firm

171 (155)	**Perry Dean Rogers & Partners: Architects** Boston	1.23	4.57	15.6	.62	1 PP 2 PM — JC — SDR — JDR	NA 60 — — —	185 100 — — —	4 DES 3 JD 1 CADD 2 MBD 21 TID	40 34 23 40 —	67 63 37 — —	Muhlenberg College, Allentown, PA State Street Bank, Quincy, MA McKinsey & Company, Boston Greater Boston Real Estate Board, Boston	United States Embassy Complex, Amman, Jordan State Street Bank, Quincy, MA St. Michael's College, Durick Library, Winooski, VT Norwich University Library, Northfield, VT
172 (171)	**Mojo Stumer Architects** Roslyn, NY	1.19	3.62	20.5	.63	2 PP 3 PM 4 JC 3 SDR 3 JDR	NA 40 33 28 22	150 54 44 37 29	3 DES 2 JD — CADD 1 MBD 25 TID	39 25 — 35 —	53 14 — — —	Apartment, New York Residence, Kings Point, NY Cineplex Odeon, Brooklyn, NY McDonald's office building, Islandia, NY	Olympus Camera, Woodbury, NY Residence, Palm Beach, FL Allstate Insurance, Hauppauge, NY Estee Lauder, Melville, NY
173 (—)	**James D'Auria Associates Architects** New York	1.17	1.30	10.0	.15	1 PP 1 PM 3 JC 2 SDR 2 JDR	NA 90 45 38 28	150 125 75 60 40	— DES 2 JD — CADD — MBD 14 TID	— 28 — — —	— 40 — — —	Levi Strauss showrooms, New York Ellen Tracy offices, New York Adrienne Vittadini showrooms, New York Winston & Strawn office, New York	Bonaventure showroom, New York Memphis showroom, New York Ellen Tracy showroom, New York He-Ro showroom, New York
174 (—)	**Richard Hannum Associates** San Francisco Los Angeles	1.17	1.30	19.5	.20	2 PP 4 PM 1 JC — SDR 1 JDR	NA 45 40 — 23	125 75 70 — 35	3 DES 1 JD 1 CADD 1 MBD 19 TID	31 24 20 26 —	45 35 35 75 —	Alfred Ohecchi Associates, Los Angeles Tricom Shipping, Oakland, CA Hotel Information Systems Concord, CA California Bankers Association, San Francisco	Commonwealth Land & Title Insurance, Glendale, CA Hadson Power Systems, Orange, CA PLM International, San Francisco LA Cellular, Orange, CA
175 (190)	**Research Planning Associates, Inc.** Philadelphia	1.16	1.44	7.0	.30	4 PP — PM — JC — SDR — JDR	NA — — — —	70 — — — —	6 DES 2 JD 1 CADD — MBD 15 TID	NA NA NA — —	45 35 45 — —	University of Pennsylvania, Philadelphia Vanguard, Chesterbrook, PA Burne Court House, Philadelphia Meridian Bank, Philadelphia	Vanguard, Chesterbrook, PA American Travellers Corp., Warrington, PA Abar Ipsen, Feasterville, PA Columbia Investment, Marlton, NJ
176 (—)	**Fox & Fowle Interiors, Inc.** New York	1.13	1.32	21.0	.45	3 PP 2 PM 4 JC — SDR 2 JDR	NA 55 40 — 25	200 100 60 — 40	3 DES 2 JD — CADD — MBD 17 TID	45 30 — — —	70 50 — — —	Melville Corporation headquarters, Rye, NY Embassy Suites Hotel, New York Stamford Harbor Park, Stamford, CT Greycoat USA, New York	SEIU headquarters, New York 123 William Street, New York 733 Third Avenue, New York National Westminster Bank, Long Island City, NY
177 (142)	**Oliver Design Group** Cleveland	1.12	1.12	18.0	.21	2 PP 1 PM 2 JC 2 SDR — JDR	NA 40 35 NA —	125 80 70 55 —	2 DES — JD 2 CADD — MBD 15 TID	25 — NA — —	70 — 55 — —	Greater Cleveland Growth Association, Cleveland Laventhol & Horwath, Cleveland Society Tower - public spaces, Cleveland Kobe Steel guest residence, Bratenahl, OH	Deloitte & Touche, Cleveland Allen-Bradley Co., Cleveland Wayne-Dalton Corp. headquarters, Mt. Hope, OH Speith, Bell, McCurdy & Newell, Cleveland
178 (180)	**Irvine Associates Architects, Inc.** Houston	1.12	1.12	25.0	2.00	1 PP 3 PM 2 JC 1 SDR — JDR	NA 51 39 36 —	120 95 70 65 —	3 DES 9 JD — CADD — MBD 24 TID	34 28 — — —	68 50 — — —	Tenneco, Inc. corporate facilities, Houston Highlands Insurance Co.-corporate HQ, Houston Dresser Industries, Houston USPCI corporate headquarters, Houston	Total Minetome, Houston Sperry Sun, Houston Tenneco, Inc., Houston BMC Software, Sugar Land, TX
179 (102)	**TEC 3** New York	1.11	1.11	14.5	.38	3 PP 4 PM — JC 3 SDR 5 JDR	NA 45 — 34 26	145 80 — 55 45	1 DES 3 JD 1 CADD — MBD 21 TID	41 NA 37 — —	60 NA 55 — —	Putnam Publishing, New York, NY & Rutherford, NJ Westpac Banking Corp., New York Playtex Holdings Ltd., New York Sogem Holdings Ltd., New York	NYNEX Exposition, Geneva, Switzerland Howard Johnson AmeriSuites, Weehauken, NJ Pannell Kerr Forster, New York
180 (140)	**Diversified Interior Design Inc.** Philadelphia	1.10	1.16	17.2	.41	4 PP 8 PM — JC — SDR — JDR	NA 35 — — —	90 60 — — —	7 DES 3 JD — CADD 1 MBD 29 TID	25 20 — 35 —	45 35 — — —	Johnson & Johnson, New Brunswick, NJ Montgomery, McCracken, et al., Philadelphia PA Compensation Rating Bureau, Philadelphia Cozen & O'Conner law offices, Philadelphia	Bell of PA office consolidation, Philadelphia McNeil Consumer Products, Fort Washington, PA CIGNA Property Casualty consolidation, Philadelphia LaBrum & Doak law offices, Philadelphia
181 (182)	**Design Collective Incorporated** Columbus, OH ~~Cleveland~~	1.10	1.10	13.2	1.00	2 PP 2 PM — JC — SDR — JDR	NA 35 — — —	90 75 — — —	5 DES 4 JD — CADD 2 MBD 15 TID	30 18 — NA —	55 45 — — —	Sterling Software, Columbus, OH Ernst & Young, Columbus, OH Univ. of South Florida, Student Center, Tampa, FL Dayton Country Club, Dayton, OH	Combibloc, Columbus, OH Kelley, McCann & Livingstone, Cleveland AEP Fuel Supply, Lancaster, OH Hiram College, Student Center, Hiram, OH
182 (184)	**The Van Summern Group, Inc.** Stamford, CT	1.09	1.15	14.5	.38	4 PP 2 PM 2 JC 1 SDR 2 JDR	NA 42 33 40 24	85 65 60 60 35	2 DES — JD 3 CADD — MBD 18 TID	40 — 30 — —	60 — 55 — —	Cadbury Schweppes, Inc., Stamford, CT Arts & Entertainment Cable Network, New York Whitman & Ransom, Greenwich, CT State of Connecticut, Bridgeport, CT	General Signal, Waterbury, CT Ernst & Young, Stamford, CT ADM, Stamford, CT Elf Aquitaine, New York
183 (—)	**RTG/Partners Inc.** Austin, TX	1.09	1.24	12.8	1.10	5 PP 4 PM 2 JC — SDR 2 JDR	NA 26 24 — NA	75 55 45 — NA	— DES 2 JD 2 CADD 2 MBD 21 TID	— NA NA 30 —	— NA NA — —	Franklin Federal Bancorp, Austin, TX Texas Public Utility Commission, Austin, TX Texas Alcohalic Beverage Commission, Austin, TX O'Quinn, Kerensky & McAninch Attorneys, Houston	Texas Medical Association headquarters, Austin, TX KPMG Peat Marwick & Co., Austin, TX Southwest Austin Elementary School, Austin, TX Tymlabs Corporation offices, Austin, TX
184 (187)	**GBD Architects** Portland, OR	1.04	3.15	8.0	.17	3 PP 1 PM 1 JC 1 SDR 3 JDR	NA NA NA NA 24	95 85 75 60 50	1 DES 2 JD 3 CADD 1 MBD 19 TID	NA 21 24 NA —	63 60 — — —	Nerco headquarters, Portland, OR Davis, Wright, Tremaine Law offices, Portland, OR Wieden & Kennedy 6, Portland, OR Pacific Development, Portland, OR	Portland State office building, Portland, OR Dept. of Human Resources building, Salem, OR The Casey Eye Institute, Portland, OR Wieden & Kennedy, Portland, OR
185 (194)	**Earl R. Flansburgh + Associates, Inc.** Boston	1.04	3.58	18.5	.40	2 PP 3 PM — JC 1 SDR 1 JDR	NA 40 — 25 22	110 70 — 40 35	2 DES 1 JD 1 CADD — MBD 12 TID	37 31 30 — —	60 50 50 — —	Squannacook Elementary School, Townsend, MA Worcester State College, Worcester, MA Mascenic Regional High School, New Ipswich, NH John Hancock Mutual Life Insurance Co., Boston	Cabot Corporation, Boston Boott Mill Restoration, Lowell, MA Henrico County Middle School, Richmond, VA Tibbetts High School, Goffstown, MA

• Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking

186 (—)	**Brennan Beer Gorman Monk/Interiors** New York Washington, DC	1.02	2.75	42.5	1.50	2 PP 1 PM 4 JC 2 SDR 4 JDR	NA 75 47 34 26	NA 135 84 61 47	5 DES 4 JD 1 CADD 1 MBD 26 TID	44 26 26 80 —	79 47 47 — —	205 Van Buren, Herndon, VA World Wrestling Federation, Stamford, CT Dominion Point, Dulles, VA Sheraton Suites at Plantation, Plantation, FL	St. Regis Hotel, New York Lafayette Centre, Washington, DC Sutton East Hotel, New York The Sherry Netherland, New York
187 (188)	**Spector, Knapp & Baughman, Ltd.** Washington, DC	1.01	1.01	29.2	.70	2 PP 3 PM — JC — SDR — JDR	NA 48 — — —	90 80 — — —	4 DES — JD — CADD 1 MBD 12 TID	33 — — 44 —	60 — — — —	Friedlander, Misler, et al., Washington, DC Panhandle Eastern Corporation, Washington, DC Metropolitan Life, Washington, DC Automotive Prod./Accessories Assoc., Bethesda, MD	U.S. Court of Veterans Appeals, Washington, DC Ashcraft & Gerel, Washington, DC Cafe Amadeus, Washington, DC Amer. Immigration Lawyers Assoc., Washington, DC
188 (178)	**Godwin & Associates** Atlanta	.96	1.19	65.0	.90	3 PP 3 PM — JC — SDR — JDR	NA 45 — — —	NA 75 — — —	4 DES 2 JD 1 CADD — MBD 16 TID	35 30 35 — —	55 45 55 — —	Management Decision Systems, Atlanta Information Systems of America, Atlanta IBM Data Center, Atlanta GreyStone Power Company, Douglasville, GA	Atlantic Southeast Airlines, Atlanta Atlanta Plastic Surgery, P.A., Atlanta Commercial Bank of Douglasville, Douglasville, GA Dunn & Bradstreet Software, Atlanta
189 (—)	**Klawiter & Associates, Inc.** Los Angeles	.95	.95	19.5	.45	1 PP 4 PM — JC — SDR — JDR	NA NA — — —	85 70 — — —	7 DES 4 JD — CADD — MBD 20 TID	38 28 — — —	63 55 — — —	Wells Fargo Bank, Los Angeles Security Pacific National Bank, Los Angeles Lehndorff, Los Angeles Crown Plaza, Los Angeles	Wells Fargo Bank, Los Angeles Security Pacific National Bank, Los Angeles Lehndorff, Los Angeles
190 (177)	**Dennis R. Smith & Associates, Inc.** San Francisco	.91	.92	12.8	.37	1 PP 1 PM 1 JC 1 SDR 1 JDR	NA 44 36 28 19	110 75 65 50 35	1 DES 2 JD 1 CADD — MBD 12 TID	38 30 34 — —	65 50 65 — —	Bank of California, 9th floor, San Francisco Bank of California, 11th floor, San Francisco Bank of California, 12th floor, San Francisco Bank of California, 15th floor, San Francisco	Provident Central Credit Union, Redwood Shores, CA 1235 Mission Street building, San Francisco Vesper Society, San Leandro, CA 124 Geary Street project, San Francisco
191 (—)	**Office Designs** Phoenix Tucson, AZ	.88	.98	20.6	1.10	1 PP 4 PM — JC — SDR — JDR	NA 38 — — —	55 50 — — —	4 DES 5 JD 2 CADD — MBD 17 TID	23 15 NA — —	43 35 45 — —	Arizona State University West Campus, Phoenix Palo Verde Nuclear Power Plant, Wintersburg, AZ Moon Valley Country Club, Phoenix Weiser Lock, Tucson, AZ	Palo Verde Nuclear Power Plant, Wintersburg, AZ Resolution Trust Corp., Phoenix Tucson Water, Tucson, AZ Maloy, Jones, Donahue, Tucson, AZ
192 (—)	**C. O'Neil Designers, Inc.** Des Plaines, IL	.88	.93	16.0	.78	2 PP 4 PM 2 JC 2 SDR — JDR	NA 40 32 28 —	100 75 55 50 —	2 DES 2 JD — CADD 2 MBD 16 TID	30 20 — 25 —	50 35 — — —	Xerox Centre, Chicago Fellowes corporate office, Itasca, IL Travelers, Schaumburg, IL Xerox, district office, Cincinnati	Xerox, district office, Minneapolis Xerox, midwest region, Des Plaines, IL Loyola University Medical Center, Maywood, IL Xerox, district office, Columbus, OH
193 (197)	**BDH & Young, Inc. (formerly Kathy Young Design)** Edina, MN	.86	1.20	10.8	1.20	4 PP — PM — JC 3 SDR — JDR	NA — — 25 —	60 — — 33 —	5 DES 2 JD 1 CADD — MBD 17 TID	22 14 16 — —	36 25 35 — —	Holiday Inn Duluth, Duluth, MN MCC Companies, Eden Prairie, MN Gillette Childrens Hospital, St. Paul, MN Noran Neurological Clinics, Minneapolis	Investors Savings Bank, Wayzata, MN France Place office building, Bloomington, MN Coldwell Banker offices, Minneapolis Honeywell Bull, Minneapolis
194 (199)	**Strategic Design Group** Richmond, VA Washington, DC	.86	.95	15.5	.98	2 PP 1 PM 3 JC 1 SDR 3 JDR	NA NA 30 NA 11	NA NA 65 45 35	3 DES 1 JD 1 CADD — MBD 17 TID	25 NA 25 — —	58 45 70 — —	Dominion Resources, Inc., Richmond, VA City Hall renovation, Richmond, VA St. Mary's Hospital, Richmond, VA Virginia Beach General Hospital, Virginia Beach, VA	Johnson & Higgins/Foster Higgins, Richmond, VA Earle Palmer Brown, Richmond, VA Albemarle Hospital, Elizabeth City, NC Coopers & Lybrand, Richmond, VA
195 (196)	**Wheeler Hildebrandt & Associates, Incorporated** Minneapolis	.85	.89	6.7	1.95	2 PP 2 PM — JC 2 SDR — JDR	NA 45 — 28 —	85 75 — 50 —	5 DES 2 JD — CADD — MBD 17 TID	28 18 — — —	52 37 — — —	Minneapolis Convention Center, Minneapolis Methodist Hospital, St. Louis Park, MN Rosemount Incorporated, Chanhassen, MN Personnel Decisions, Inc., Minneapolis	Fallon McElligott, Minneapolis Parsinen, Bowman & Levy, P.A., Minneapolis Kimberly Lane Elementary School, Wayzata, MN Abbott Northwestern Hospital, Minneapolis
196 (193)	**Vinick Associates, Inc.** Hartford, CT	.84	.94	55.0	.60	3 PP 3 PM — JC 3 SDR — JDR	NA 35 — 25 —	100 50 — 40 —	— DES 2 JD 2 CADD — MBD 14 TID	— 27 28 — —	— 40 45 — —	Casual Corner stores, multiple locations Barnes & Noble, college div., Univ. MD, Baltimore First Bank of West Hartford, West Hartford, CT Lux Bond & Green Jewelers, Hartford, CT	Salon Metro corporate offices, New York Barnes & Noble, college div., UNLV, Las Vegas, NV Hit or Miss retail stores, multiple locations Cymborce stores, multiple locations
197 (—)	**Belcic & Jacobs Architects, PC** New York	.81	1.35	13.5	.36	2 PP 1 PM 2 JC 3 SDR 1 JDR	NA 65 55 45 30	140 105 95 75 55	1 DES 1 JD — CADD — MBD 13 TID	45 30 — — —	75 55 — — —	Grant Thornton, New York Chanin Building, New York Williamsburg Savings Bank, Brooklyn, NY Bank of New York, New York	Federal Bureau of Prisons, Brooklyn, NY Hambro America, New York
198 (120)	**Total Concept/New York Incorporated** New York London; Winston-Salem, NC	.79	3.18	NA	.10	1 PP 6 PM — JC — SDR — JDR	NA 93 — — —	200 150 — — —	4 DES 8 JD — CADD 1 MBD 27 TID	44 28 — NA —	95 75 — — —	Credit Commercial de France, New York First City, Texas, Houston	"ARTS" Hotel, Barcelona, Spain Village Voice, New York AIG Financial Products, New York
199 (191)	**Calcara Duffendack Foss Manlove Inc.** Kansas City, MO	.79	1.55	18.6	1.30	2 PP 1 PM 1 JC 1 SDR — JDR	NA 55 NA 45 —	125 80 NA 70 —	3 DES 2 JD 1 CADD — MBD 14 TID	28 22 30 — —	50 40 NA — —	NCAA, Overland Park, KS Resolution Trust Corporation, Overland Park, KS B.C. Christopher, Kansas City, MO Westport High School, Kansas City, MO	Metmor Financial Inc., Lenexa, KS Downtown Airport, Kansas City, MO Leavenworth Garage, Leavenworth, KS Southwestern Bell Cafeteria, Kansas City, MO
200 (—)	**Gruzen Samton Steinglass Architects, Planners & Interior Designers** New York	.77	7.41	82.2	20.0	3 PP 4 PM 3 JC 3 SDR 2 JDR	NA 62 52 43 29	163 125 100 100 60	4 DES — JD — CADD 2 MBD 21 TID	57 — — NA —	113 — — — —	Gruzen Samton Steinglass offices, New York Columbia University, New York	NYC Dept. of Environmental Protection, Queens, NY NYC/Metro Transit Authority, Brooklyn, NY

NA indicates information not available — indicates information not applicable to category and/or firm

C1850-7

INTERIOR DESIGN

$6.00

OCTOBER 1991

DORAL PARK AVENUE BY TOM LEE, LTD

HOTELS & RESTAURANTS

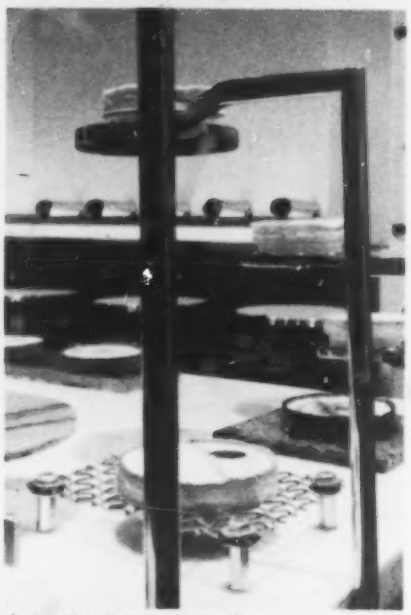
HOSPITALITY GIANTS

SHOWROOM DESIGN

ARQUITECTONICA • SOM • ASD • EVA MADDOX

ANDREW BELSCHNER JOSEPH VINCENT

Bound with ropes and tassels p. 146



Industrial elegance prevails p. 140

Giant palm trees beckon p. 164

CONT

INTERIOR DESIGN

VOLUME 62

COVER

Garden murals in the Saturnia dining room of the Doral Park Avenue Hotel designed by Tom Lee Ltd. (see page 130). Photography: Jaime Ardiles-Arce

GIANTS

97 HOTEL AND RESTAURANT GIANTS OF 1991: Survey of the top Interior Design Hotel and Restaurant Giants. By Andrew Loebelson

HOTEL & RESTAURANT DESIGN

130 DORAL PARK AVENUE: Tom Lee Ltd. redesigns the hotel's interiors.

140 CITY BAKERY: In New York, Turett Freyer Collaborative Architects breaks the mold of conventional bakery design.

142 THE FOUNTAINS: A Palm Beach country club renovation by STH Interiors Group

146 CAFE OUTRÉ: With Boa, a late-night cafe in Toronto, Charles K. and Gatserelia Designers share the fantasy.

150 GRAND HOTEL: SOM renovates San Francisco's venerable Sheraton Palace

OFFICE DESIGN

156 SUTTER HOME WINERY: Thomas Bartlett imbues offices with a residential ambience.

158 CITIBANK: The Fiduciary & Information department by SCR Design Organization

DESIGN TECHNOLOGY

162 A THAI SILK FACTORY: Old methods mixed with new, nature with machines

208 TECHNOLOGY BRIEFS: Fire fighting fabrications; electromagnetic shield

SHOWROOM DESIGN

164 TILES OF ITALY: Arquitectonica, Miami, and Bernstein Design Associates, New York, create a tile-o-rama in Miami Beach.

168 HARPERS: In their second San Francisco showroom for the furniture firm, Andrew Belschner Joseph Vincent turn neutral into knockout. Text by Lois Wagner Green

172 UNITED CHAIR: The Chicago showroom designed by Tom Gass, one of two ASID/*Interior Design* competition winners

176 STEELCASE, INC. The award-winning Chicago showroom by John Ziech

178 HUNTER DOUGLAS: Atlanta headquarters by ASD is designed to showcase the firm's capabilities.

182 DU PONT AT PDC: The fiber producer's Los Angeles resource center designed by Eva Maddox Associates

A romp through the classics p. 130

ENTS

OCTOBER 1991

NUMBER 14

Color-coding "pick-up-sticks' p. 178

RESIDENTIAL DESIGN

186 COMING OF AGE: Kenneth Brian Walker embraces eclecticism in his own residence.

MARKET

70 MONTHLY MARKET SURVEY: A guide to new products and sources
86 CARPET AND FLOORING
92 ANTIQUES: The Tudor Rose; Victor Carl Antiques. By Roslyn Beilly, ASID
204 MANUFACTURERS' LITERATURE

IN THE INDUSTRY

38 NEWS: Chicago Architectural Drawings Study Center by Stanley Tigerman; new Fullscale Gallery; Pesce exhibition; Couturier Massimo Vignelli; Briefly
43 INDUSTRY CALENDAR
46 TOPIC A: Upholstery Care, a Fixtures Furniture report
50 CONSUMER ACCESS: Behind closed doors at the PDC, a discussion of open doors for showrooms
55 PEOPLE
212 SNAPSHOTS

DEPARTMENTS

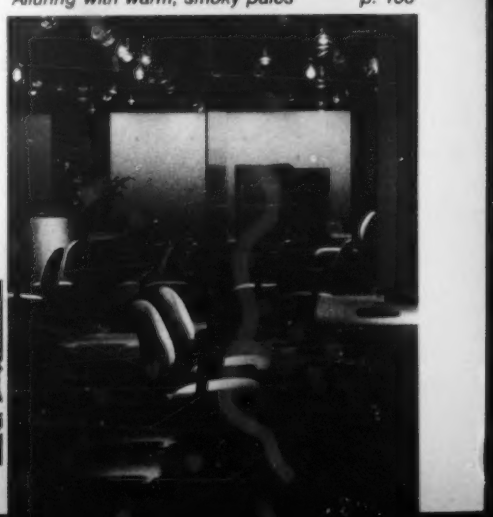
117 BOOKS: *Eva Jiricna: Design in Exile, Mario Botta: Works and Projects; Antoni Gaudi: Works and Projects*
122 DESIGNERS AND PHOTOGRAPHERS IN THIS ISSUE
192 PETER BLAKE'S PAGE: NGOB
129 EDITORIAL: Consumer Access--should showroom doors be open?

COMING NEXT MONTH

The November issue of *Interior Design* will feature The Top Ten, winners of the annual competition (co-sponsored by this magazine and the Institute of Business Designers) for the best new contract design installations of the year. There will also be a portfolio of residential design, with special focus on kitchen and bath design, and we will present the interiors color forecast for 1992-1993 from the Color Association of the United States. As always, there will be the latest news of product introductions, developments in technology, and professional issues.

Artworks season an eclectic mix *p. 156*

Alluring with warm, smoky pales *p. 168*



1991 INTERIOR DESIGN HOTEL & RESTAURANT GIANTS®

BY ANDREW LOEBELSON

This has been a tough year — a very tough year. Many of last year's Hotel & Restaurant Giants failed to make the cut this year; some merged with others, some went out of business, and some declined to participate for fear they would drop on the listing. Given all that, it is amazing that the 95 firms appearing on our list actually have more income than the 100 firms on last year's list. Design fees are up since last year, from $133 million to $135 million. That may be less than the rate of inflation for the group as a whole, but it is ahead of inflation for each firm on average. Purchasing fees have continued to drop precipitously, from $85 million reported by the 1989 hospitality Giants (Jan. - Dec. 1988 data) to $72 million reported by the 1990 Giants (Jan. - Dec. 1989 data) to $49 million reported by the 1991 Giants (Jan. - Dec. 1990 data). It would seem that our hospitality clients are trying to do more with better design and less material. Only seven firms on our list generated more fees through purchasing than through their design services, five fewer than last year.

Seventy-two of our respondents described themselves as interior design firms, two as primarily purchasing firms, three as departments of hospitality-related companies, thirteen as architectural firms, and five as "other."

Although the total amount of work produced by this year's firms has declined to $2.1 billion, other aspects of the hospitality design industry varied greatly. There were 500 more guest rooms installed this year than last year's 70,000, almost a third fewer restaurant seats than the 180,000 of last year, but 583,000 function room seats compared to 560,000 last year. It seems as if the hospitality design industry is putting more stress on its business clients than it is on its leisure clients in this recessionary period.

Despite the recession, though, costs continued to climb (CHART ONE). New hotel work rose from $130 per sq. ft. to over $138 with all of the rise in construction rather than in furnishings. Similarly, in renovated hotel work, costs remained constant at $39 per sq. ft. for furnishings, but rose from $65 to $76 for construction.

The situation is much the same for restaurants. Furnishings for new restaurants rose only $3 per sq. ft., from $54 to $57, but construction increased from $96 to $105 per sq. ft. Furnishings costs for renovated restaurants remained at $53 but construction rose from $80 to $83 per sq. ft. The total cost of construction and furnishings for common spaces was much higher this year, rising from $108 to $121. For guest rooms the total cost rose from $61 to $73 and for function rooms from $75 to $85 per sq. ft. These costs are well above the rate of inflation, but may simply reflect the business orientation of the industry — building less space at a higher cost and aiming it at the business client.

The average fee for public spaces in dollars per sq. ft. rose just $.09 this year to $4.87 versus $4.78 last year. Fees for rooms rose substantially, from $2.52 to $2.93, while fees for restaurants dropped from $6.36 to $5.87. We also asked about conference centers on our survey this year; those fees clocked in at $3.92 per sq. ft. (CHART TWO).

Fees in percentage of costs for public spaces declined from 11.3 percent for the 1989 hospitality Giants to 10.3 percent for 1990. This year, the figure bounced back to 11.2 percent. For rooms the fees are 6.7 percent for the 1989 Giants, 7.7 percent for 1990 and 7.6 percent for 1991; and for restaurants, 12.0 percent for the 1989 Giants, 12.1 percent for 1990 and 12.8 percent for 1991 (CHART THREE). Keep in mind that these figures are what our respondents think are the "fair" fees for the work they install. The *actual* fees, though, are substantially less as firms search for whatever work they can find during these tough times.

Continued

CHART ONE

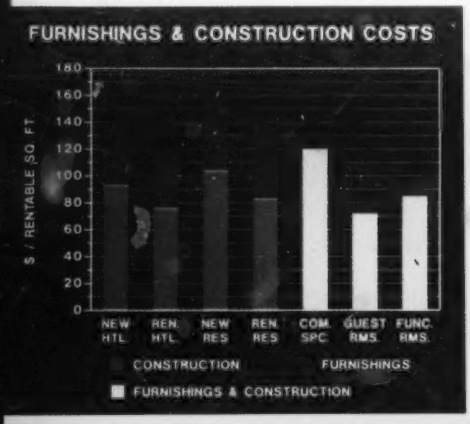


CHART TWO

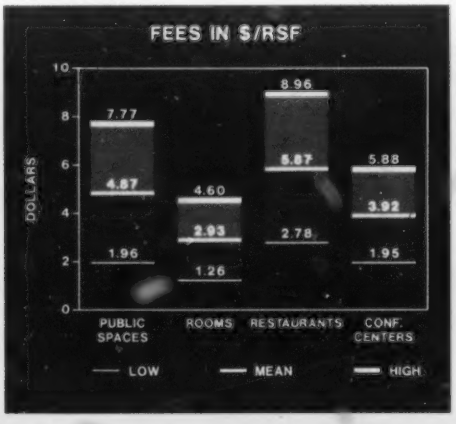
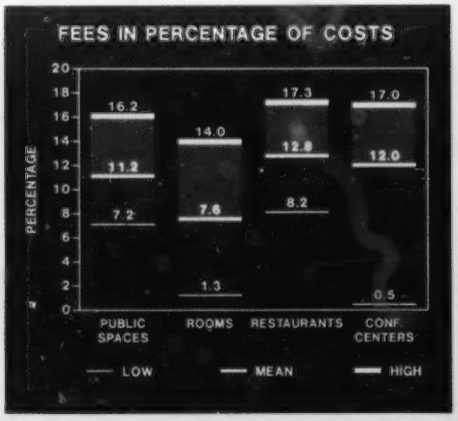


CHART THREE



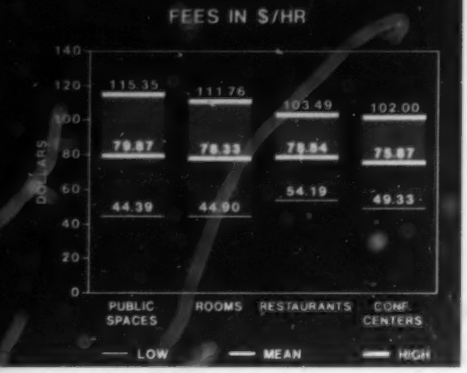


CHART FOUR

Fees in dollars per hour were far more consistent, averaging $79.87 for public spaces, up just slightly from $77.78 last year. Rooms were $78.33 this year versus $71.29 last year; restaurants were $78.84 this year versus $78.33 last year; and the new category of conference centers averaged $75.67 per hour (CHART FOUR).

These numbers imply that the billing rates should have risen higher this year, as indeed they have. And the average increase was well above the rate of inflation. The biggest increase was for CADD operators, up 37 percent since last year, followed by junior drafters, up 27 percent; and senior designers, up 24 percent. Since profits can be protected or lost all too easily during this phase, the sharp rise for CADD operators is evidence that these firms are trying to get accurate working drawings out quickly and cost-effectively. But finding CADD operators these days has become more difficult as every firm on our list, and perhaps every firm with more than ten people, needs them for this reason. The categories with the least growth are project designers at five percent, project managers at ten percent and principals at 11 percent (CHART FIVE).

Of course, since most firms bill on a direct multiple of the salary (plus fringe benefits), the salaries have risen commensurately (CHART SIX). The multiple (the number that multiplies the salaries-plus-fringes to generate a billing rate that also covers overhead) has stayed about the same as last year at 2.8.

The total number of employees reported on our personnel chart has declined since last year from 2,381 to 2,258. This five percent decline can be explained by the fact that we have fewer firms on the list this year so the actual decline would be a little less (CHART SEVEN). But, given the increase in over-all fees and volume, it would seem that the survivors of these terrible times are getting more efficient and maybe even more profitable.

The average use of consultants by this year's firms was slightly higher, with seven types being used on more than ten percent of the jobs, up from the five types used by last year's firms (CHART EIGHT). Perhaps, this is because firms are shrinking and eliminating some of their under-used in-house consultants so they can reposition themselves slightly from a full-service firm to a lower-cost producer.

Last year, the majority of hospitality work installed was new rather than renovated (58 percent versus 42, respectively). This year, the opposite has occurred, with 55 percent of the work being renovated and 42 percent being new.

The special areas that we track each year remained about the same, with conference centers, business service centers and physical fitness facilities installed in half of all the projects. Day care centers also continued to explode, rising from three percent for the 1989 Giants, to eight percent for 1990, all the way up to 19 percent this year.

The number of jobs won by the lowest bids stayed the same as last year, at about one-third. But senior management is paying more attention to these expenditures of capital dollars, by choosing the winning firms in 60 percent of those cases, up from two-thirds of that last year.

Our list of firms most respected by their peers is exactly the same as last year: Hirsch Bedner, Wilson & Assoc., James

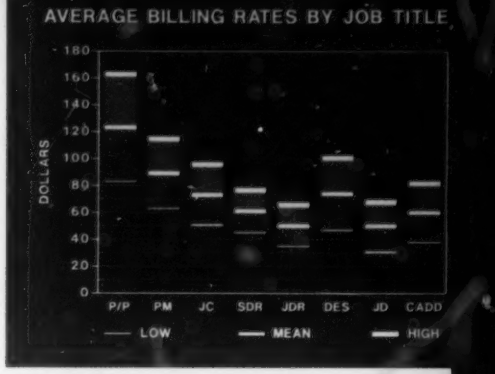


CHART FIVE

Northcutt & Assoc., Frank Nicholson and Pat Kuleto. The most admired installations are: The Paramount Hotel, New York *(see Interior Design, December 1990)*; Grand Hyatt Hong Kong, *(see February 1991)*; Four Seasons Wailea Beach Palace, Maui, HI *(see June 1991)*; Swan & Dolphin Hotel at Disney World, Orlando, FL; Loews Santa Monica Beach Hotel, Santa Monica, CA *(see April 1990)*; and the Regent Beverly Wilshire, Beverly Hills, CA *(see June 1990)*.

We have said many times that interior design is a difficult field in which to survive and prosper. Because of the financial recession that has ravaged many cities' commercial economies, a large number of our Top and Second Hundred Interior Design Giants have begun doing hospitality work. This has made the hospitality design industry even more difficult to survive in. Those firms that do manage to survive these challenging times, however, will be well equipped to do more than survive—they should prosper through this decade and into the next millenium. □

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, the New York investment banking firm.

Information compiled by Deana L. Luzzi. Reprints of this article are available for $2 each through Deana Luzzi at Interior Design, 249 West 17th Street, New York, NY 10011, (212) 463-6675.

CHART SIX

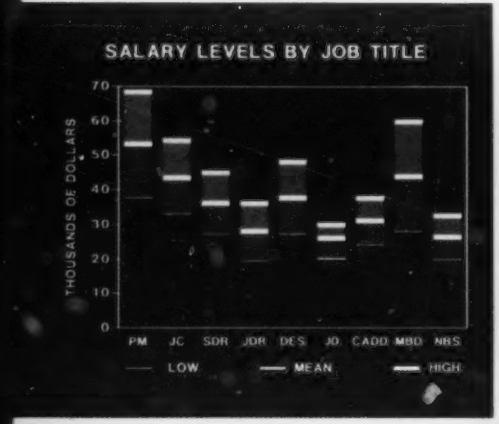


CHART SEVEN

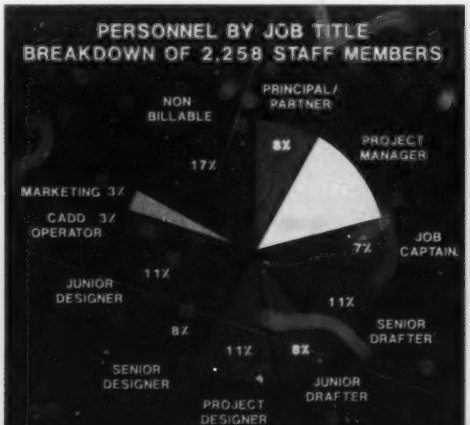
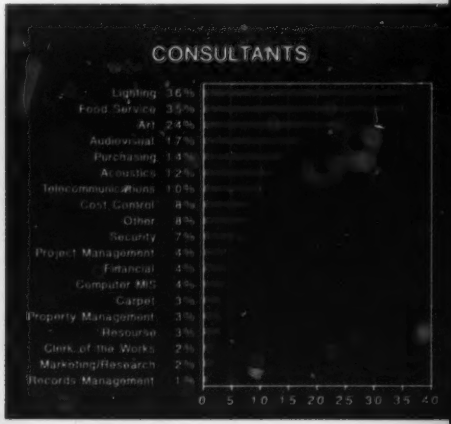


CHART EIGHT



1991 INTERIOR DESIGN HOTEL & RESTAURANT GIANTS

The interior design fees on the following pages represent interior design work only (excluding architecture). All figures have been rounded off for the purpose of this listing. — Ed.

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1991 (1990)	FIRM NAME / HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES ($ MILLIONS)	TOTAL FIRM FEES ($ MILLIONS)	DOLLAR VOLUME ($ MILLIONS)	STAFF DATA								1990 INSTALLATIONS	1991 INSTALLATIONS
					NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY ($ THOUS)	AVG BILLING RATE ($ HOUR)	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY ($ THOUS)	AVG BILLING RATE ($ HOUR)		
1 (1)	**Hirsch/Bedner Associates** Santa Monica, CA Atlanta, Hong Kong, London, Singapore	11.81	11.81	NA	4 PP 6 PM 10 JC 20 SDR 30 JDR		NA 85 50 45 30	250 175 65 65 50	30 DES 15 JD — CADD 2 MBD 147 TID		55 32 — 65 —	105 65 — — —	Ritz-Carlton St. Louis, St. Louis Hyatt Regency Aruba, Aruba The Regent Singapore, Singapore Swissotel, Atlanta	Grand Hyatt Jakarta, Jakarta, Indonesia Grand Hyatt Bali, Bali, Indonesia Guam Palace Hotel, Guam Ramada Renaissance, Sapporo, Japan
2 (3)	**Graham Design Ltd.** Woburn, MA London, Guadalajara, Tokyo, Seoul, Bangkok, Istanbul, Brussels	9.12	9.12	158.6	2 PP 5 PM — JC 6 SDR 5 JDR		NA 68 — 40 31	NA 135 — 110 50	10 DES 2 JD 2 CADD — MBD 42 TID		46 28 50 — —	108 95 120 — —	Shangri-La International, Bangkok, Thailand Hilton International, Jerusalem Hilton Club, Eilat, Israel Fiesta Americana Coral Beach Hotel, Cancun, Mexico	Sheraton St. Regis, New York Shangri-La International, Kuala Lumpur, Malaysia Shangri-La International, Bangkok, Thailand Taj Palmeraie Hotel, Marrakech, Morocco
3 (2)	**Bent Severin & Associates** San Francisco Bangkok, Singapore, Hong Kong	8.60	8.60	78.0	6 PP 21 PM 20 JC 30 SDR 48 JDR		NA 60 45 35 26	250 100 75 75 50	15 DES 20 JD 5 CADD 4 MBD 179 TID		51 32 30 50 —	75 50 30 50 —	Nusa Indah Convention Center, Bali, Indonesia Nasu Taiyas Golf & Country Club, Nasu, Japan Regent Hotel, Bangkok, Thailand Westin St. Francis, San Francisco	Grand Hyatt, Bangkok, Thailand Raffles Hotel, Singapore Radisson Hotel, Sidney, Australia Allied Kajima, Tokyo
4 (6)	**Smania Solano Design Ltd.** **(formerly F.R. Solano Ltd.)** Los Angeles Boston, London, Tokyo, Ankara, Radova, Italy, Taipei, Taiwan	7.72	7.72	157.6	4 PP 8 PM 8 JC 20 SDR 10 JDR		NA 75 45 30 25	150 163 125 80 60	16 DES 6 JD — CADD 2 MBD 80 TID		40 30 — NA —	126 130 — 90 —	Antalya Sheraton Hotel, Antalya, Turkey Jasmine Court Suite Hotel, Girne, N. Cyprus Florence Sheraton, Florence, Italy Rock Hill Golf Club, Ogawo Mura Mito, Japan	Gloucester Park, London Brisbane Sheraton Hotel, Brisbane, Australia Marbella Sheraton, Spain Parco de Medici Hotel, Rome
5 (5)	**Wilson & Associates** Dallas New York, Los Angeles, Singapore, London	6.96	7.10	150.0	3 PP 15 PM — JC 15 SDR 10 JDR		NA 60 — 45 30	200 110 — 90 60	15 DES 12 JD 8 CADD 3 MBD 107 TID		45 25 35 35 —	90 55 70 — —	Old Course Hotel, St. Andrews, Scotland Ritz-Carlton Huntington Hotel, Pasadena, CA Hyatt Reston Town Centre, Reston, VA Hyatt Regency Singapore, Singapore	San Diego Hyatt Regency, San Diego Waterfront Centre, Vancouver, BC Grand Hotel, St. Jean Cap Ferrat, France Four Seasons Aviara Resort, Carlsbad, CA
6 (4)	**Dorothy Draper & Co., Inc.** New York London, St. Croix, USVI, White Sulphur Springs, WV, Ireland	6.36	7.95	30.0	1 PP 12 PM — JC 10 SDR — JDR		NA 75 — 60 —	160 150 — 100 —	20 DES — JD — CADD — MBD 83 TID		65 — — — —	120 — — — —	The Breakers Hotel, Palm Beach, FL The Buccaneer Hotel, St. Croix, USVI The Grand Hotel, Mackinac Island, MI Greenbrier Hotel, White Sulphur Springs, WV	The Breakers Hotel, Palm Beach, FL Dromoland Castle/conference center, Ireland Sandford Hills Hotel, Scotland Grand Hotel, Mackinac Island, MI
7 (7)	**Lynn Wilson Associates International** Miami Los Angeles, London, Paris, Tokyo	6.10	6.10	260.1	2 PP 10 PM 4 JC 6 SDR 7 JDR		NA 100 75 72 45	150 100 75 75 50	12 DES 11 JD 5 CADD 2 MBD 67 TID		55 35 35 70 —	75 50 35 35 —	Port De Plaisance, French West Indies Hotel DuPont, Wilmington, DE Stouffer Vinoy, St. Petersburg, FL Fiesta Americana, Monterey, Mexico	Disney Mediterranean Hotel, Orlando, FL Tumon Bay Leo Palace, Mariannas Islands, Guam Shati Al Qurm Hotel, Oman Le Toiny, St. Barthelemy, French West Indies
8 (8)	**DiLeonardo International Inc.** Warwick, RI Hong Kong, London, San Francisco	5.59	5.70	160.0	1 PP 9 PM 4 JC 4 SDR 2 JDR		NA 92 52 37 29	195 100 100 75 75	13 DES 2 JD 10 CADD 2 MBD 56 TID		41 27 25 NA —	100 75 60 NA —	Riviera Hotel, Las Vegas, NV Evergreen Conference Center, Stone Mountain, GA Radisson Hotel, Clearwater, FL Orlando Penta Hotel, Orlando, FL	New World Hotel, Kowloon, Hong Kong Abjar Hotel, Dubai, U.A.E. Stouffer Hotel, Atlanta Al Ain Palace, Abu Dhabi, U.A.E.
9 (11)	**Harper Design Company** Cleveland	4.02	4.02	45.1	2 PP 14 PM 3 JC 2 SDR — JDR		NA 63 51 39 —	NA 67 61 45 —	3 DES 4 JD — CADD — MBD 32 TID		38 23 — — —	44 34 — — —	Nestle Enterprises corporate headquarters, Cleveland Stouffer Orlando Resort, Orlando, FL Hills Bros. corporate headquarters, San Francisco Stouffer Concourse Hotel, St. Louis	Stouffer Riviere Hotel, Chicago Stouffer Orlando Resort, Orlando, FL Stouffer Tower City Plaza Hotel, Cleveland Stouffer Mayflower Hotel, Washington, DC
10 (9)	**L.E. Seitz Associates, Inc.** Coral Gables, FL	3.80	3.80	112.0	2 PP 3 PM 7 JC 4 SDR 8 JDR		NA 65 38 40 30	NA 80 60 60 40	— DES — JD — CADD — MBD 28 TID		— — — — —	— — — — —	Sands Hotel & Casino, Atlantic City, NJ Sands Hotel & Casino, San Juan, PR Country Court Hotel, Newport, Monmouth, England Country Court Hotel, Liecester, England	Dorado Del Mar Hotel & Casino, Dorado, PR Plantation Bay Hotel & Casino, Oranjestad, Aruba Sheraton Suite Hotel, Miami Beach, FL Ambassador Plaza Hotel & Casino, San Juan, PR
11 (13)	**Barry Design Associates** Los Angeles Tokyo	3.40	3.40	61.7	2 PP 5 PM 5 JC 4 SDR 4 JDR		NA 53 43 41 32	200 75 65 65 55	4 DES 3 JD — CADD — MBD 32 TID		38 29 — — —	52 42 — — —	Pan Pacific Hotel, San Diego Stouffer Wailea Resort/Phase I, Maui, HI La Costa/guestrooms, Carlsbad, CA Royal Oak Hotel, Kyoto, Japan	Grand Hyatt, Wailea, Maui, HI Stouffer Wailea Resort/Phase II, Maui, HI BFR Country Club, Oita, Kushu, Japan Grand Sheraton, Phuket Island, Thailand

NA indicates information not available — indicates information not applicable to category and/or firm

* Rankings determined by fees before rounding All figures have been rounded off for the purpose of this listing.

12 (15)	**Carole Korn Interiors, Inc.** Miami West Palm Beach, Aventura & Fisher Island, FL	2.93	4.50	85.0	1 PP 6 PM — JC 2 SDR — JDR	NA 45 — 34 —	130 95 — 75 —	6 DES 13 JD 1 CADD 2 MBD 50 TID	38 22 35 35 —	75 60 60 — —	Frenchman's Reef, St. Thomas, USVI University Club, Miami Fisher Island Spa, Fisher Island, FL Fisher Island Golf Club, Fisher Island, FL	Palm Beach Airport Hilton, Palm Beach, FL Hamlet Golf & Country Club, Long Island, NY Sheraton Bal Harbour, Bal Harbour, FL Miami International Airport restaurants, Miami
13 (—)	**Brennan Beer Gorman Monk / Interiors** New York Washington, DC	2.87	3.93	131.6	2 PP 1 PM 4 JC 2 SDR 4 JDR	NA 75 47 34 26	NA 135 84 61 47	5 DES 4 JD 1 CADD 1 MBD 26 TID	44 26 26 80 —	79 47 47 NA —	Sheraton Suites at Plantation, Plantation, FL Synchronal, New York Albers & Co., Washington, DC Obayashi corporate apartment, New York	The St. Regis, New York The Surrey, New York The Sutton Hotel, New York The Sherry Netherland, New York
14 (14)	**Intradesign, Inc.** Los Angeles London	2.64	3.10	NA	4 PP 5 PM 3 JC 4 SDR 4 JDR	NA 55 42 40 25	125 100 75 75 60	7 DES 5 JD — CADD — MBD 39 TID	50 22 — — —	35 50 — — —	Sherwood Hotel, Taipei, Taiwan Hilton International, Sydney, Australia Hilton International, Melbourne, Australia	Park Hyatt on the Beach, Santa Monica, CA Kyong-ju Resort, Kyong-ju, Korea Hotel Hankyu International, Osaka, Japan Cavalieri Hilton, Rome
15 (19)	**Pacific Design Group** Sydney, Australia Singapore, Hong Kong, Jakarta, Saipan, Micronesia; Christchurch, NZ, Gold Coast, Qud ; Suva, Fiji	2.27	2.27	58.0	9 PP 6 PM 9 JC 2 SDR 6 JDR	NA 75 60 36 28	115 95 85 75 45	2 DES — JD 3 CADD 3 MBD 52 TID	40 — 37 NA —	90 — 85 NA —	Bryson Hotel, Melbourne, Australia Holiday Inn Menzies/Stage II, Sydney, Australia Naviti Resort, Coral Coast, Fiji Inn on The Park, Sydney, Australia	Century Radisson Hotel, Sydney, Australia The Watuck, Coral Coast, Fiji Plumeria Resort, Saipan, Micronesia Green Tree Inn, Sydney, Australia
16 (10)	**Harold Thompson & Associates, Inc.** Encino, CA	2.10	2.10	31.2	2 PP 2 PM 4 JC 6 SDR — JDR	NA NA NA 35 —	150 100 75 60 —	6 DES — JD — CADD — MBD 21 TID	41 — — — —	68 — — — —	Walker Hill Hotel, Seoul, Korea Safari Park Hotel, Nairobi, Kenya Sheraton Palace, San Francisco Sheraton, Perth, W. Australia	Sheraton Southgate, Melbourne, Australia ANA Hotel, Sydney, Australia Safari Park Hotel, Nairobi, Kenya Sheraton Hotel, Saipan, Micronesia
17 (17)	**Victor Huff Parternship, Inc.** Denver Coconut Grove, FL	2.08	2.13	21.0	2 PP 3 PM 3 JC 1 SDR — JDR	NA 60 25 NA —	105 105 50 40 —	7 DES 2 JD — CADD 1 MBD 23 TID	40 NA — NA —	63 40 — NA —	Marriott Troy, Troy, MI Providence Marriott, Providence, RI Springfield Marriott, Springfield, MA Houston Marriott, Houston	The Charles Hotel, Cambridge, MA St. Louis Marriott, St. Louis Regal Riverfront Hotel, St. Louis Guest Quarters Suites, San Diego
18 (16)	**Project Associates, Inc.** Los Angeles New York, Honolulu	2.00	2.50	100.0	1 PP 4 PM 1 JC 3 SDR 1 JDR	NA 63 55 43 25	NA 100 80 75 45	6 DES 2 JD — CADD — MBD 23 TID	44 25 — — —	75 45 — — —	Ritz-Carlton, Chicago Four Seasons, Philadelphia Beverly Wilshire/Beverly wing, Beverly Hills, CA Four Seasons Olympic, Seattle	Omni Berkshire Place, New York Sazale Hills Hotel, Atami, Japan The Regent, Kona, HI The Century Plaza Hotel Towers, Los Angeles
19 (—)	**Concepts 4, Inc.** El Segundo, CA	1.80	1.80	11.0	3 PP 4 PM 3 JC 3 SDR — JDR	NA 55 37 38 —	125 88 68 75 —	4 DES 4 JD — CADD — MBD 26 TID	50 33 — — —	93 75 — — —	Waterfront Hilton Hotel, Huntington Beach, CA Sheraton Hotel, Norwalk, CT Baronette Hotel, Novi, MI Hilton Hotel, Fresno, CA	Westin Mission Hills Resort, Rancho Mirage, CA Sheraton - San Francisco Airport, Burlingame, CA Quality Suites Hotel, Santa Clara, CA San Remo Hotel, Las Vegas, NV
20 (26)	**Media Five Limited** Honolulu	1.75	2.50	30.0	— PP 2 PM 3 JC — SDR 4 JDR	— NA NA — 21	— 156 92 — 48	3 DES 5 JD — CADD — MBD 20 TID	34 30 — — —	75 54 — — —	Sunhills Country Club, Utsunomiya, Japan S.S. Independence/state rooms, Honolulu Sheraton Kauai/guestrooms, Poipu, Kauai, HI Outrigger Hotel/shops, Honolulu	Sheraton Kauai/lobby & tower, Poipu, Kauai, HI Hotel Nikko Guam, Tumon Bay, Guam Tobu Hotel, Urawa, Japan Grand Inter-Continental, Yokohama, Japan
21 (21)	**James Northcutt Associates** Los Angeles	1.75	1.84	24.0	1 PP 1 PM 3 JC 2 SDR 2 JDR	NA NA 45 24 20	NA NA 150 75 65	5 DES — JD — CADD 1 MBD 19 TID	40 — — 40 —	148 — — — —	Four Seasons, Wailea, Maui, HI The Ocean Grand/public spaces, W. Palm Beach, FL Mauna Kea Resort, Mauna Kea, HI Surf & Sand Conference Center, Laguna Beach, CA	The Peninsula, Beverly Hills, CA Las Misiones Country Club & Spa, Monterey, Mexico
22 (24)	**Hochheiser-Elias Design Group, Inc.** New York Richmond, VA	1.75	1.82	16.7	2 PP 4 PM — JC 4 SDR — JDR	NA 55 — 45 —	120 85 — 65 —	4 DES 2 JD — CADD 1 MBD 20 TID	40 30 — 26 —	45 40 — — —	The Philadelphia Stadium Hilton, Philadelphia The Sheraton, Washington, DC The Sheraton, Stamford, CT Huxleys Restaurant, Rockefeller Center, New York	The Sheraton Centre, New York The Sheraton City Squire, New York The Southampton Princess, Bermuda The Waldorf Astoria, New York
23 (12)	**Beckham/Eisenman & Associates** Irvine, CA Las Vegas, NV	1.70	1.70	35.0	2 PP 8 PM 8 JC 4 SDR — JDR	NA 60 40 35 —	100 75 65 50 —	2 DES — JD 1 CADD 2 MBD 31 TID	40 — NA NA —	60 — NA — —	Sam's Town Hotel & Casino, Laughlin, NV Riviera Hotel & Casino, Las Vegas, NV Burnt Tortilla, Cypress, CA Garlic Rose, Moreno Valley, CA	Pioneer Hotel & Casino, Laughlin, NV Garlic Rose, Santa Fe Springs, VA Charlie's Cariba, Las Vegas, NV Flamingo Hilton, Las Vegas, NV
24 (22)	**Joyce Snoweiss Design Group** Coconut Grove, FL	1.70	2.26	39.2	2 PP 4 PM 5 JC 4 SDR — JDR	NA 50 40 37 —	125 85 65 60 —	4 DES 5 JD 2 CADD 1 MBD 37 TID	34 26 28 NA —	50 45 75 — —	Royal Caribbean Cruises/Monarch of the Seas, Miami Royal Caribbean Cruises/Song of Norway, Miami Royal Caribbean Cruises/Nordic Prince, Miami Hotel Nikko, Buckhead, Atlanta	Dixie Landings Resort, Orlando, FL Deering Bay Country Club, Miami Royal Caribbean Cruises/Song of Norway, Miami Royal Caribbean Cruises/Nordic Prince, Miami
25 (38)	**Lee-Rovtar Associates** Santa Monica, CA	1.40	1.40	20.0	2 PP 2 PM 3 JC 4 SDR — JDR	NA 48 40 30 —	175 125 80 65 —	7 DES — JD — CADD — MBD 20 TID	44 — — — —	90 — — — —	Sheraton-Universal Hotel, Universal City, CA Sheraton Harbor Island Hotel, San Diego Sheraton Grande Hotel, Los Angeles	Ramada Renaissance, Los Angeles Ramada Renaissance/Academy, North Hollywood, CA Sheraton Park Central Hotel & Towers, Dallas Doubletree Hotel, Cupertino, CA

NA indicates information not available — indicates information not applicable to category and/or firm

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26 (25)	**Design 1 Interiors** Los Angeles Paris	1.30	1.85	18.5	6 PP 4 PM 2 JC 3 SDR 2 JDR	NA 49 41 35 28	130 90 75 55 40	10 DES 6 JD — CADD 3 MBD 52 TID	39 30 — NA —	90 45 — — —	Sunrise Country Club, Palm Springs, CA Air Force Village West, Riverside, CA Park Wilshire, Los Angeles Sunrise at Arlington, Arlington, VA	The Disneyland Hotel, Anaheim, CA Indian Wells Hotel, Indian Wells, CA Indian Wells Country Club, Indian Wells, CA Nauru Tower, Honolulu
27 (30)	**Concept Interior Consultants Corp.** Westlake Village, CA Newport, RI; Brisbane, Australia	1.21	1.35	36.0	2 PP — PM — JC 2 SDR — JDR	NA — — 45 —	120 — — 65 —	4 DES 2 JD — CADD 1 MBD 14 TID	45 18 — 65 —	65 45 — — —	Oakland Airport Hilton, Oakland, CA Sheraton Country Club, Tucson, AZ Outrigger Waikiki, Honolulu Harveys Lake Tahoe, Stateline, NV	Westlake Hotel/Conference Ctr., Westlake Village, CA Vulani Resorts, Denaru, Fiji Hides of Cairns, Cairns, Queensland, Australia Seattle Airport Hilton, Seattle
28 (31)	**Morris Nathanson Design** Pawtucket, RI Boston; St. Maarten, Netherland Antilles	1.16	1.20	22.7	2 PP 1 PM 1 JC 2 SDR 5 JDR	NA NA NA NA 60	NA 90 70 70 60	2 DES — JD — CADD 1 MBD 17 TID	NA — — NA —	90 — — 60 —	Carmine's, New York Owen Brennan's Louisiana Grill, Memphis, TN Capital Grill, Providence, RI Legal Sea Foods, Boston	EuroDisneyland Restaurants, Paris Charley's, Boston Legal Sea Foods, Boston Paddy McGees, Long Island, NY
29 (36)	**Aumiller Youngquist, P.C.** Mt. Prospect, IL	1.05	1.05	15.0	2 PP 4 PM 4 JC 2 SDR 2 JDR	NA 50 45 40 28	110 67 57 55 55	3 DES — JD 2 CADD — MBD 21 TID	45 — NA 28 —	67 — — — —	Ed Debevic's, New York Ghirardelli Chocolate Manufactory, San Francisco Cappuccino's, Boston Red Tomato, Boston	Winner's Circle, Chicago Caffe Lampara, Boston Mara Bella's, Philadelphia Pizza Piazza, Edison, NJ
30 (39)	**Design Development Co.** Tarzana, CA	.99	.99	9.0	1 PP 2 PM — JC 2 SDR 1 JDR	NA NA — NA NA	85 75 — 65 55	3 DES 1 JD — CADD — MBD 10 TID	NA NA — — —	70 55 — — —	El Tovar Hotel, Grand Canyon, AZ Transamerica Tower/main food court, Los Angeles Garden Grove Nursing Center, Garden Grove, CA Bombay Bicycle Club, St. Louis	Pazzo Restaurant, Portland, OR Amgen Executive Garden Bistro, Thousand Oaks, CA San Pedro Peninsula Hospital, San Pedro, CA Carrows Cafe & Bakery, multiple locations
31 (41)	**Blair Spangler Interior & Graphic Design Inc.** San Francisco	.85	1.07	8.5	1 PP 2 PM 1 JC 1 SDR — JDR	NA NA NA NA —	125 90 68 63 —	4 DES 1 JD — CADD 1 MBD 14 TID	NA NA — NA —	63 40 — 55 —	Hyatt Fisherman's Wharf, San Francisco Hawaii Prince Hotel, Honolulu Hyatt Regency/Phase I, Minneapolis Holiday Inn Union Square Hotel, San Francisco	Kannabe Resort, Honshu, Japan Holiday Inn Sherman's Wharf Hotel, San Francisco Hyatt Regency Monterey, Monterey, CA Hyatt Regency/Phase II, Minneapolis
32 (44)	**David Stevens and Associates Inc.** San Diego Scottsdale, AZ; Maui, HI	.85	.85	2.8	3 PP 5 PM 4 JC 2 SDR 3 JDR	NA 40 40 20 15	135 85 85 45 110	3 DES 2 JD 1 CADD — MBD 23 TID	44 20 20 — —	123 80 80 — —	Elk's Lodge 888, Long Beach, CA Holiday Inn/public spaces, Covington, KY Club Juana, Fern Rock, FL Johnny's Other Place Sports Bar & Club, Yuma, AZ	Dimensions Night Club, San Jose, CA Kobe Steak House, Vancouver, BC Chumerie Hotel, Salem, OR Hot Rod Billiards, Anchorage, AK
33 (45)	**Pynenburg/Tibbatts Design Inc. (formerly Tibbatts + Co.)** Vancouver, BC Birmingham, UK	.81	.83	7.8	2 PP 1 PM 2 JC — SDR — JDR	NA NA NA — —	115 85 62 — —	1 DES 1 JD — CADD — MBD 8 TID	NA NA — — —	54 30 — — —	Dixie Dundas Keg Restaurant, Mississauga, Ontario Nunawading Keg Restaurant, Australia Ottawa Keg Restaurant, Ottawa, Ontario Bellingham Keg Restaurant, Bellingham, WA	Novotel Hotel, Vancouver, BC Pacific Inn, Vancouver, BC Crossroads Hotel, Calgary, Alberta North Vancouver Keg Restaurant, N. Vancouver, BC
34 (29)	**Joszi Meskan Associates** San Francisco	.81	.95	27.0	1 PP 1 PM — JC 1 SDR — JDR	NA 50 — 35 —	135 90 — 70 —	1 DES 2 JD — CADD — MBD 9 TID	50 23 — — —	90 50 — — —	DeAnza Hotel, San Jose, CA Bally's Park Place Casino, Atlantic City, NJ Bally's Las Vegas Casino, Las Vegas, NV	Seven Oaks Country Club, Bakersfield, CA Scripps Hotel, La Jolla, CA Lanai Airport, Lanai, HI Koele Golf Club, Lanai, HI
35 (37)	**Daroff Design Inc. & DDI Architects PC** Philadelphia	.80	3.20	50.0	5 PP 6 PM 4 JC 6 SDR 4 JDR	NA 50 50 50 30	195 100 90 80 50	8 DES 5 JD — CADD 4 MBD 47 TID	48 30 — 30 —	75 35 — 35 —	Marriott Hotel/convention center, Philadelphia Disney Landings, Orlando, FL Disney Contemporary Hotel, Orlando, FL	Marriott Hotel/convention center, Philadelphia Disney Dixie Landings, Orlando, FL Disney Contemporary Hotel, Orlando, FL Sagamore Hotel, Lake George, NY
36 (32)	**FORMA** Seattle	.78	1.20	25.0	1 PP 3 PM — JC 3 SDR — JDR	NA 59 — 33 —	83 83 — 60 —	7 DES 4 JD — CADD 2 MBD 20 TID	33 33 — 40 —	60 60 — 60 —	The Westin South Coast Plaza, Costa Mesa, CA Harbor View Hotel, Martha's Vineyard, MA The Westin Bayshore/guestrooms, Vancouver, BC The Westin Hotel, Calgary, Ontario	The Westin Harbour Castle, Toronto Residence Inns by Marriott, Portland, OR; Seattle The Westin Hotel/Renaissance Center, Detroit Ida Culver House, Broadview, Seattle
37 (—)	**M.D.I. Design Consultants, Inc.** Toronto	.76	.95	5.5	1 PP — PM 1 JC — SDR — JDR	NA — NA — —	NA — NA — —	1 DES — JD 1 CADD 1 MBD 6 TID	NA — NA NA —	NA — NA NA —	Amigo Restaurant, Toronto Oakes Ballroom, Niagara Falls, Ontario Edo Japan, multiple locations Casa Manna, Toronto	Trattoria Manna, Toronto Faema Caffé, multiple Toronto locations Flo, Paris
38 (—)	**Image Design, Inc.** Marietta, GA	.76	.79	7.5	2 PP 4 PM — JC — SDR — JDR	NA 43 — — —	100 75 — — —	8 DES 6 JD — CADD — MBD 28 TID	30 23 — — —	60 45 — — —	Manele Bay Hotel, Lanai, HI Sherwood Country Club, Thousand Oaks, CA TPC-Michigan/Ford Motor Land, Dearborn, MI Laurel Oak Club, Sarasota, FL	Sandalwood Club, Maui, HI Hammock Dunes Club, Palm Coast, FL Golf Club of Georgia, Atlanta TPC-Summerlin, Las Vegas, NV
39 (58)	**The Callison Partnership, Ltd.** Seattle San Diego	.75	5.00	5.0	2 PP 15 PM — JC 2 SDR — JDR	NA 38 — NA —	120 65 — NA —	18 DES 12 JD 2 CADD — MBD 52 TID	28 20 NA — —	48 35 — — —	Sea-Tac Holiday Inn, Sea-Tac, WA Emmerson's Restaurant, Singapore	The Benson, Portland, OR Tokyo American Club, Tokyo Holiday Inn on the Bay, San Diego Santa Monica Holiday Inn, Santa Monica, CA

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40 (46)	**Hatch Design Group** Costa Mesa, CA	73	73	4.5	3 PP 2 PM — JC 2 SDR — JDR	NA 38 — 30 —	110 85 — 50 —	1 DES — JD 1 CADD — MBD 11 TID	38 — 30 — —	NA — NA — —	I Cugini, Santa Monica, CA L'Opera, Long Beach, CA Ruby's Auto Diner, Laguna Beach, CA Waters, Irvine, CA	Zuni Grill, Irvine, CA Water Grill, Los Angeles Phoenix Club, Anaheim, CA Emporio Armani, Costa Mesa, CA
41 (43)	**Haverson/Rockwell Architects P.C.** New York Greenwich, CT	71	95	4.6	2 PP 3 PM 1 JC — SDR — JDR	NA 40 32 — —	110 85 85 — —	1 DES 2 JD — CADD — MBD 9 TID	32 26 — — —	85 65 — — —	Tatou Restaurant, New York	Le Bar Bat Restaurant & Club, New York McDonald's Restaurant, New Hyde Park, NY The Excelsior Restaurant, Hackensack, NJ Loews Annapolis Powerhouse, Annapolis, MD
42 (—)	**Bordelon Design Associates** Houston New York, Chicago, Los Angeles	68	68	8.7	1 PP 1 PM 1 JC 1 SDR 2 JDR	NA 53 25 44 19	101 90 22 74 22	26 DES 25 JD 15 CADD 1 MBD 83 TID	28 23 29 30 —	43 28 46 35 —	Wyndham Warwick Hotel, Houston The Sheraton Grand Hotel, Houston Midland Hilton, Midland, TX Guest Quarters Hotel, Houston	Brookhollow Marriott, Houston Fountain Plaza Hotel, San Antonio, TX The Jefferson, Washington, DC Seelbach Hotel, Louisville, KY
43 (42)	**Ahearn-Schopfer & Associates** Boston	68	75	8.9	2 PP 2 PM 1 JC 2 SDR 1 JDR	NA NA NA NA NA	NA NA NA NA NA	4 DES 2 JD — CADD 1 MBD 17 TID	NA NA — NA —	NA NA — NA —	Copley Plaza Hotel, Boston Sheraton Suites, Cumberland, GA Back Bay Hilton, Boston Berkshire Hilton, Pittsfield, MA	The Equinox Hotel, Manchester Village, VT Sheraton Hartford, Hartford, CT Lake Placid Hilton, Lake Placid, NY The Bostonian Hotel, Boston
44 (59/96)	**Aiello-Rosselot Associates** Denver Boston	64	65	15.0	3 PP 2 PM — JC 1 SDR — JDR	NA 60 — 35 —	95 95 — 75 —	2 DES 2 JD — CADD — MBD 12 TID	30 25 — — —	75 65 — — —	Greenwich Hyatt, Greenwich, CT Picacho Plaza Resort, Santa Fe, NM Sheraton Aberdeen, Aberdeen, MD Embassy Suites Hotel, Denver	Palace Station Hotel & Casino, Las Vegas, NV Hawthorn Suites, Orlando, FL Poco Diablo Resort Hotel, Sedona, AZ Loews Giorgio Hotel, Denver
45 (—)	**Morris * Architects** Houston Washington, DC, Orlando, FL, Long Beach, CA	62	2.20	1.4	1 PP 2 PM 4 JC 2 SDR 3 JDR	NA 53 43 33 25	120 75 63 65 45	4 DES 1 JD — CADD 1 MBD 19 TID	34 25 — 35 —	56 45 — — —	The Hampton, Houston Wyndam Bristal Hotel, Houston Disney Contemporary Hotel/lobby, Orlando, FL Moody Gardens/Hope Arena, Galveston, TX	Moody Gardens/Phase II, Galveston, TX Nasa Bay Hotel, Clear Lake, TX Sweetwater Country Club, Sugarland, TX City Club, Washington, DC
46 (52)	**Ellerbe Becket, Inc.** Minneapolis New York, Los Angeles, Washington, DC, Kansas City, MO	59	11.75	24.9	3 PP 12 PM 7 JC 5 SDR 4 JDR	NA 53 39 31 26	100 83 65 45 40	31 DES 14 JD 5 CADD 3 MBD 87 TID	46 24 26 45 —	66 40 49 NA —	Hawaii Prince Hotel, Honolulu Princess Cruises/Crown Princess, Los Angeles Sheraton Grande at Torrey Pines, La Jolla, CA	Princess Cruises/Regal Princess, Los Angeles Nitanny Lion Inn, State College, PA Abe's Restaurant, Minneapolis
47 (66)	**Richard Crowell Associates, Inc.** Honolulu	58	61	8.0	1 PP 1 PM — JC 1 SDR 1 JDR	NA 60 — 35 31	100 80 — 60 50	2 DES 1 JD — CADD — MBD 10 TID	50 23 — — —	80 50 — — —	Outrigger Waikiki Hotel, Honolulu Discovery Air offices, Honolulu Nansay Hawaii offices, Honolulu	Sheraton Moana Surfrider Hotel, Honolulu Islander on the Beach, Kapaa, Kauai, HI
48 (—)	**The Landahl Group Inc.** Chicago	57	1.91	4.1	3 PP 2 PM 2 JC 3 SDR 2 JDR	NA 55 45 40 25	125 85 65 50 43	5 DES 3 JD — CADD 1 MBD 23 TID	38 20 — NA —	48 40 — NA —	Hyatt Regency/Glass Box, Chicago Hyatt Regency O'Hare/restaurant, Rosemont, IL Hyatt Regency O'Hare/bar, Rosemont, IL Chicago Bar Association, Chicago	Hyatt, Washington, DC Scapes, Chicago Doc Weed's of Indiana, Des Plaines, IL Meanwhile's, South Bend, IN
49 (34)	**Raygal, Inc.** Irvine, CA	55	55	NA	1 PP 3 PM 2 JC 2 SDR — JDR	NA 75 40 40 —	100 100 48 38 —	3 DES — JD — CADD 2 MBD 23 TID	40 — — 40 —	64 — — — —	John Wayne Airport, Orange County, CA Cafe Nicolle Restaurant, Las Vegas, NV Sauces Restaurant, Mission Viejo, CA Garcia's, Pleasanton, CA	Rusty Pelican Restaurant, Woodland Hills, CA Cafe Splash, Honolulu Shakey's, Victorville, CA
50 (—)	**Culpepper, McAuliffe and Meaders, Inc.** Atlanta	54	72	12.0	3 PP 2 PM — JC — SDR — JDR	NA 44 — — —	NA NA — — —	3 DES 2 JD — CADD — MBD 12 TID	31 20 — — —	NA NA — — —	Chicago Classic Residence, Chicago Hyatt Regency, Atlanta Chevy Chase Classic Residence, Chevy Chase, MD Teaneck Classic Residence, Teaneck, NJ	Deptford Crossing Mall, Deptford, NJ Hyatt Regency, Rochester, NY Hyatt Regency, Greenville, SC Hyatt Regency/guestroom, Dorado Beach, PR
51 (47)	**Q5 Incorporated** Wayne, NJ	54	60	NA	2 PP 1 PM 1 JC 1 SDR 2 JDR	NA NA NA NA NA	90 75 45 40 30	2 DES 1 JD — CADD — MBD 13 TID	NA NA — — —	40 30 — — —	A&W Restaurants, Singapore Pizza Express Restaurants, Singapore Capitol Plaza Shopping Center, Ewing, NJ	Telok Ayer Market, Singapore Multi Food Facility, Rockefeller Center, New York Restaurant, Glens Falls, NY Riverboat, Singapore
52 (60)	**Dorf Associates Interior Design Inc.** New York	52	58	4.0	2 PP 2 PM — JC — SDR — JDR	NA NA — — —	110 75 — — —	3 DES — JD 1 CADD — MBD 10 TID	NA — NA — —	55 — 75 — —	Campus Cafe II, Florham Park, NJ Huckleberry Thin, Lawrenceville, NJ Haagen Dazs Shoppes, multiple locations Mrs. Tyndall's Popcorn, Prince George's Mall, MD	Checkers Cafe, Philadelphia Market Street Cafe, Philadelphia Bloom Delicatessen, New York Daffy's Cafe, East Hanover, NJ
53 (71)	**Barbara Elliott Interiors, Inc.** Concord, CA	51	53	6.2	1 PP — PM — JC — SDR — JDR	NA — — — —	NA — — — —	1 DES 2 JD — CADD — MBD 10 TID	NA NA — — —	NA NA — — —	Hotel Santa Fe, Santa Fe, NM Pacific Islands Club/Phase II & III, Tamuning, Guam Sheraton Smuggler's Inn, Fresno, CA Claremont Resort & Spa, Oakland, CA	Pacific Islands Club, Saipan, Micronesia Eldorado Hotel, Santa Fe, NM Claremont Resort & Spa, Oakland, CA Coral Island Resort, Tamuning, Guam

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* Rankings determined by fees before rounding All figures have been rounded off for the purpose of this listing.

54 (—)	**Jeffrey Howard Assoc.** Coral Gables, FL	50	1.00	15.0	2 PP 2 PM 2 JC 2 SDR 1 JDR	NA NA NA NA NA	200 150 75 75 75	3 DES — JD 1 CADD — MBD 15 TID	35 — NA — —	75 — 75 — —	Turnberry Hotel & Club, Miami Jerome Hotel, Aspen, CO Costa Rivera Cruise Ship, Ft. Lauderdale, FL Mayfair Hotel, Coconut Grove, FL	Holiday Beach Hotel, Curacao, N.A. Turnberry Yacht Club, Miami Costa Rivera Cruise Ship, Ft. Lauderdale, FL One Island Place condominium, Miami
55 (57)	**Hugh W. Dear & Assoc. Inc.** Williamsburg, VA	50	50	NA	2 PP — PM — JC 1 SDR — JDR	NA — — 30 —	100 — — 65 —	1 DES — JD — CADD — MBD 5 TID	30 — — — —	65 — — — —	Montego Inn, Myrtle Beach, SC Lawyer's Inn, Washington, DC Back Stage/Main Event, Washington, DC Sandcastle Hotel, Myrtle Beach, SC	Hospitality House Hotel, Williamsburg, VA Ramada Inn, Richmond, VA Days Inn, Washington, DC Sheraton Hotel, Charleston, SC
56 (—)	**Daiker-Howard Inc.** Dallas New York, Pittsburgh	50	53	2.5	2 PP — PM — JC 2 SDR — JDR	NA — — 30 —	110 — — 75 —	1 DES 1 JD — CADD 1 MBD 9 TID	35 22 — 28 —	75 65 — — —	Hyatt Regency West, Houston Hilton Edmonton, Edmonton, Canada Santa Barbara Inn, Santa Barbara, CA ANZ Bank/corporate apartment, New York	Vista Hotel, Washington, DC Four Seasons Houston Center, Houston Vista Hotel, Pittsburgh
57 (—)	**Larken Designs** Cedar Rapids, IA San Bernadino, CA	48	48	4.7	2 PP 2 PM 2 JC — SDR — JDR	NA NA NA — —	NA NA NA — —	4 DES 2 JD 2 CADD — MBD 15 TID	2[illegible] NA NA — —	70 NA NA — —	Holiday Inn, Folly Beach, CA Holiday Inn, Paris, TX Holiday Inn, Lakewood, CO Holiday Inn South, Indianapolis	Sheraton Hotel, Newport Beach, CA Hilton Airport Plaza Inn, Kansas City, MO Hilton Plaza Inn Downtown, Kansas City, MO Sheraton Hotel, Billings, MT
58 (67)	**Vivian/Nichols Associates, Inc.** Dallas	48	53	9.7	2 PP 1 PM — JC 1 SDR — JDR	NA 48 — 33 —	120 80 — 60 —	1 DES 1 JD — CADD — MBD 8 TID	28 18 — — —	50 40 — — —	Hyatt Regency Suites Hotel, Chicago Embassy Suites, Palm Beach, FL Criswell Centre College, Dallas	Westchase Hilton, Houston Hyatt Regency Denver Technology Center, Denver Doubletree Hotel at Lincoln Center, Dallas Twin Towers office complex, Dallas
59 (63)	**Forum Architecture, Inc.** Maitland, FL	46	54	2.5	2 PP 2 PM 2 JC 1 SDR — JDR	NA 32 26 18 —	115 75 45 50 —	1 DES 1 JD — CADD 1 MBD 13 TID	28 24 — 20 —	55 40 — — —	Webster's Alley, Casselberry, FL Ramada Resort at Maingate, Kissimmee, FL Froggers Oyster Bar, Orlando, FL Floridian Hotel, Orlando, FL	Best Western, Kissimmee, FL Spaghetti House, Kissimmee, FL Quality Suites, Orlando, FL Landmark Cafe, Orlando, FL
60 (53)	**Designers II, Inc.** Atlanta	43	48	4.6	1 PP 1 PM — JC 1 SDR 2 JDR	NA 46 — 35 23	125 75 — 75 40	2 DES — JD — CADD 1 MBD 8 TID	30 — — 35 —	75 — — 75 —	Embassy Suites, Pittsburgh Jekyll Inn, Jekyll Island, GA Athens Holiday Inn, Athens, GA Holiday Inn, Myrtle Beach, SC	Crowne Plaza, Nashville, TN Youngstown Holiday Inn, Youngstown, OH Springfield Best Western, Springfield, IL Ironmen Inn, Coralville, IA
61 (54)	**Copeland Krieger Associates** Washington, DC	43	50	10.0	2 PP 1 PM — JC 1 SDR — JDR	NA NA — NA —	NA NA — NA —	— DES — JD — CADD — MBD 5 TID	— — — — —	— — — — —	One Washington Circle Hotel, Washington, DC Capitol Hill Hotel, Washington, DC	Pullman Highland Hotel, Washington, DC Berry & Elliotts/Hyatt Regency, Baltimore
62 (68)	**Judd Brown Designs, Inc.** Warwick, RI	42	42	3.3	2 PP 1 PM — JC 1 SDR 1 JDR	NA NA — 40 NA	100 75 — 40 40	3 DES — JD — CADD 1 MBD 12 TID	40 — — NA —	50 — — 100 —	Fall River Country Club, Fall River, MA Chelo's Beef Hearth, Cranston, RI Potowamut Country Club, East Greenwich, RI Carpano's Sports Bar, Seekonk, MA	Newport Harbor Hotel & Marina, Newport, RI Alpine Country Club, Cranston, RI Kitchens of the Bay State, Boston Westwood Country Club, Buffalo, NY
63 (65)	**One Design Center, Inc.** Greensboro, NC Ft. Lauderdale, FL	41	59	26.0	2 PP 1 PM — JC 1 SDR — JDR	NA 38 — NA —	65 50 — 25 —	2 DES 1 JD — CADD 1 MBD 10 TID	30 21 — NA —	50 40 — — —	Holiday Inn West, Middleton, WI Embassy Suites on the River, Des Moines, IA Rushmore Plaza Holiday Inn, Rapid City, SD Comfort Suites, Orlando, FL	Embassy Suites, Greenville, SC Hawthorne Suites, Charleston, SC Northridge Country Club, Raleigh, NC Newmarket Grille, Charlotte, NC
64 (55)	**Thomas Hamilton & Associates** Glen Allen, VA	41	41	12.0	1 PP — PM — JC — SDR — JDR	NA — — — —	103 — — — —	3 DES 1 JD — CADD — MBD 6 TID	NA NA — — —	65 NA — — —	The Mansion on Main Street, Voorhees, NJ Hilton Hotel, Columbus, OH Holiday Inn, Rochester, NY Sam & Harry's, Washington, DC	The Inn at St. Mary's, South Bend, IN San Diego's, Voorhees, NJ M Street, Voorhees, NJ Julio's, Virginia Beach, VA
65 (49)	**Kenneth E. Hurd & Associates, Inc.** Boston	40	40	2.5	1 PP 1 PM 1 JC — SDR — JDR	NA NA NA — —	NA NA NA — —	1 DES 1 JD — CADD — MBD 6 TID	NA NA — — —	NA NA — — —	Waldorf-Astoria, New York Chicago Guest Quarters, Chicago New York Hilton, New York Hyatt St. Louis, St. Louis	Waldorf-Astoria, New York Westin Boston/Copley Place, Boston Fontainebleau Hilton Resort & Spa, Miami Beach, FL New York Hilton, New York
66 (86)	**Interior Sources, Inc.** Redondo Beach, CA	38	38	11.0	1 PP — PM — JC 3 SDR 1 JDR	NA — — 35 24	100 — — 75 50	1 DES 2 JD — CADD — MBD 10 TID	32 18 — — —	75 50 — — —	Seatac Embassy Suites Hotel, Tukwilla, WA Embassy Suites Hotel, Pleasant Hills, CA Embassy Suites Hotel, Santa Clara, CA	Embassy Suites Hotel, South Lake Tahoe, CA Embassy Suites Hotel, New Orleans Embassy Suites Hotel/Phase II, Santa Clara, CA
67 (72)	**Wm. B. Dodson, Inc.** Ormond Beach, FL	36	38	13.9	1 PP 2 PM — JC 2 SDR — JDR	NA NA — NA —	NA NA — NA —	— DES — JD — CADD — MBD 9 TID	— — — — —	— — — — —	Holiday Inn Lake Buena Vista, Orlando, FL Sheraton Charleston, Charleston, SC Holiday Inn Maingate East, Kissimmee, FL Imperial Inn, Melbourne, FL	Holiday Inn, Richmond, VA LaPlaya Resort, Daytona Beach, FL Embassy Suites, St. Louis Riverfront Inn, Montgomery, AL

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68 (83)	**Carolyn Henry & Associates, Inc.** Dallas	35	56	7.8	1 PP 3 PM — JC 1 SDR — JDR	NA 35 — 26 —	NA 75 — 58 —	2 DES 1 JD — CADD — MBD 10 TID	28 21 — — —	62 45 — — —	Sheraton Hotel/conference ctr., Baton Rouge, LA Sheraton Crown Hotel, Houston Port Royal Beach Club, Naples, FL	Radisson Suites Hotel, Downers Grove, IL Hyatt Regency, Fort Worth, TX Gabriels Restaurant Palm Grove Food Court, Phoenix Riverfront Food Court, Richmond, VA
69 (70)	**Lawson Design Corporation** Annapolis, MD	35	35	4.8	1 PP 1 PM — JC — SDR — JDR	NA 45 — — —	105 59 — — —	1 DES — JD — CADD — MBD 5 TID	35 — — — —	46 — — — —	Techworld Eatery & Retail Space, Washington, DC Red Hot and Blue Restaurant, multiple locations Plata Grande Grill, Calverton, MD Arby's, Richmond, VA	Cafe Amadeus Restaurant, Bethesda, MD Griffins Restaurant II, Annapolis, MD Red Hot and Blue Restaurant, Annapolis, MD Top Tomato Restaurant, Richmond, VA
70 (89)	**Miller & Jedrziewski Associates** Salt Lake City Las Vegas, NV	34	34	4.8	2 PP 1 PM — JC 1 SDR — JDR	NA 30 — 24 —	60 45 — 35 —	1 DES — JD — CADD 1 MBD 7 TID	30 — — 24 —	45 — — 35 —	Olympus Hotel, Salt Lake City Horseshoe Hotel, Las Vegas, NV Hampton Inn, Salt Lake City StateLine Hotel & Casino, Wendover, NV	MGM Grand Hotel, Las Vegas, NV Silver Smith Casino Resort, Wendover, NV Horseshoe Hotel, Las Vegas, NV StateLine Inn, Wendover, NV
71 (62)	**Fred Schmid Associates** Los Angeles	30	30	2.5	2 PP 1 PM — JC 3 SDR — JDR	NA NA — NA —	115 85 — 55 —	1 DES — JD — CADD — MBD 8 TID	NA — — — —	85 — — — —	Flamingo Hilton/Beef Barron, Las Vegas, NV Flamingo Hilton/Food Fantasy, Las Vegas, NV Las Vegas Hilton/Chinese restaurant, Las Vegas, NV	Flamingo Hilton/Phase V, Las Vegas, NV Cabot Lodge, Tallahassee, FL Sun Valley Inn, Sun Valley, ID
72 (—)	**John Portman & Associates** Atlanta	30	57	7.1	— PP 2 PM 2 JC 1 SDR — JDR	— NA NA NA —	— NA NA NA —	3 DES 2 JD — CADD — MBD 10 TID	27 NA — — —	93 NA — — —	Shanghai Center, Shanghai, China Peachtree Plaza Hotel, Atlanta Los Angeles Bonaventure, Los Angeles	One Peachtree Center, Atlanta Atlanta Marriott Marquis, Atlanta
73 (81)	**Vantress Design Associates** Santa Cruz, CA	28	45	NA	1 PP 1 PM — JC — SDR — JDR	NA NA — — —	NA NA — — —	5 DES 1 JD 1 CADD 3 MBD 18 TID	NA NA NA NA —	NA NA NA NA —	Los Laureles Lodge, Carmel Valley, CA Yosemite Lodge/rooms, Yosemite National Park, CA Wawona Hotel/plan, Yosemite National Park, CA Anwahnee Hotel/suites, Yosemite National Park, CA	Ahwahnee Suites, Yosemite National Park, CA Wawona Hotel/plan, Yosemite National Park, CA Verba/Phase II, Monterey, CA Country Inn, Palo Alto, CA
74 (50)	**Bufete De Diseño** Guadalajara, Jalisco, Mexico Mexico City	27	32	4.8	3 PP 1 PM 2 JC 2 SDR 2 JDR	NA NA NA NA NA	130 NA NA NA NA	3 DES 2 JD 2 CADD — MBD 17 TID	26 NA NA — —	45 NA NA — —	Holiday Inn Nogales Plaza, Nogales, Son., Mexico Fiesta Americana, Guadalajara, Jal., Mexico Restaurante Los Pioneros, Guadalajara, Jal., Mexico Torre de Rectoria, Guadalajara, Jal., Mexico	Gorham Hotel, New York Hotel Camino Real, Acapulco, Gro., Mexico Club Puerta De Hierro, Guadalajara, Jal., Mexico San Isidro Country Club, Guadalajara, Jal., Mexico
75 (—)	**Michelle Pheasant Design, Inc.** Pacific Grove, CA Honolulu	23	38	15.0	1 PP — PM — JC — SDR — JDR	NA — — — —	NA — — — —	2 DES — JD — CADD — MBD 5 TID	35 — — — —	70 — — — —	Ritz-Carlton Huntington Hotel Cottages, Pasadena, CA Maui Inter-Continental Resort, Maui, HI Mohonk Mountain House, New Paltz, NY	Carmel Sands Lodge, Carmel, CA Rancho Canada Country Club, Carmel, CA Mohonk Mountain House, New Paltz, NY
76 (92)	**Interior Designs International Inc. (IDI)** New York Redding, CT	22	36	8.0	2 PP — PM — JC — SDR 1 JDR	NA — — — NA	NA — — — NA	— DES 1 JD — CADD — MBD 5 TID	— NA — — —	— NA — — —	Waldorf Astoria Towers, New York Waldorf Astoria/main building, New York Doral Inn, New York Queen Anne apartment house, New York	Waldorf Astoria Towers, New York Waldorf Astoria/main building, New York Somerset Hilton, Somerset, NJ Capital Hilton, Washington, DC
77 (93)	**Engstrom Design Group (formerly Engstrom + Hofling)** Corte Madera, CA	21	23	7.5	2 PP 1 PM — JC 1 SDR — JDR	NA NA — NA —	90 75 — 50 —	1 DES — JD — CADD — MBD 6 TID	NA — — — —	65 — — — —	Jack's at the Waterfront Restaurant, Oakland, CA California Cafe Bar & Grill, Sacramento, CA The Summit Restaurant/Harrah's, Lake Tahoe, NV Cafe Andreotti Restaurant/Harrah's, Lake Tahoe, NV	Blackhawk Grille Restaurant, Danville, CA California Cafe Bar & Grill, Marina Del Rey, CA North Beach Deli/Harrah's, Lake Tahoe, NV Waterfront Plaza Hotel expansion, Oakland, CA
78 (91)	**George Conte Design Consultants, Inc.** Greensburg, PA	20	25	4.0	1 PP 2 PM — JC 1 SDR — JDR	NA NA — NA —	55 45 — 45 —	— DES 1 JD — CADD — MBD 6 TID	— NA — — —	— 35 — — —	Hampton Inn, Harrisburg, PA Holiday Inn, Frederick, MA Holiday Inn, York, PA Holiday Inn, Charlotte, NC	Hampton Inn, York, PA Hampton Inn, East Harrisburg, PA Courtyard By Marriott, Bensalem, PA Comfort Inn, Greensburg, PA
79 (69)	**Rita St. Clair Associates, Inc.** Baltimore	20	68	30	1 PP 2 PM 2 JC — SDR — JDR	NA 55 37 — —	163 125 110 — —	4 DES — JD — CADD — MBD 17 TID	25 — — — —	105 — — — —	The Palmer House & Towers/ballrooms, Chicago The China Grill, Baltimore Cafe Latte Bakery & Health Foods, Baltimore The Polo Grill, Baltimore	Grand Slam Deli, Baltimore IDI-The Fountains, Wheaton, MD Golf & Country Club, Baltimore Golden Tulip Hotels Casino, Aruba
80 (73)	**CAM Designs, Inc.** Danville, CA Fresno, CA	20	28	1.8	1 PP 1 PM — JC 1 SDR 1 JDR	NA NA — NA NA	100 80 — 45 40	— DES 2 JD — CADD — MBD 7 TID	— NA — — —	— 40 — — —	SF State University/residence apts., San Francisco Illini Tower, Champaign, IL Mary Ward Hall, San Francisco El Conquistador, San Diego	The Summit, Morgantown, WV Pierpont House, Morgantown, WV Fontana Hall, Tampa, FL Francisco Torres, Santa Barbara, CA
81 (97)	**Troika Designs Inc.** Dallas	18	21	3.2	2 PP — PM — JC 1 SDR — JDR	NA — — 35 —	NA — — 50 —	— DES 1 JD — CADD 1 MBD 6 TID	— 25 — NA —	— 35 — — —	Worthington Hotel/Trinity Ballroom, Fort Worth, TX Westcourt in the Buttes/addition, Tempe, AZ Top of the Rock Bar, Tempe, AZ Westcourt in the Buttes/Market Cafe, Tempe, AZ	Amer. Grad. School Int'l Mgmt./dorms, Glendale, AZ Boulders Resort/Casitas, Carefree, AZ Boulders Resort/Latilla Dining, Carefree, AZ Lakeridge Country Club, Lubbock, TX

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82 (95)	**Ann Gray & Associates, Inc.** Chicago	18	30	20	2 PP 1 PM — JC 1 SDR — JDR	NA 40 — NA —	113 63 — 35 —	1 DES — JD — CADD — MBD 6 TID	38 — — — —	50 — — — —	The Tremont House/Belmont wing, Galveston, TX The Little Nell, Aspen, CO Fitzpatrick, Galveston, TX	The Belmont, Galveston, TX The Merchant Prince, Galveston, TX Private Club, Glencoe, IL
83 (88)	**Dimensional Interiors, Inc.** Beachwood, OH	18	20	2.4	2 PP — PM — JC — SDR 1 JDR	NA — — — NA	65 — — — 45	— DES — JD 1 CADD — MBD 5 TID	— — NA — —	— — 55 — —	Holiday Inn Boardman, Youngstown, OH Atwood Lake Resort, Dellroy, OH Wedgewood Country Club, Columbus, OH Gettys at the Hanna, Cleveland	University Club, Akron, OH Ramada Inn, Somerset, PA Ramada Inn/public spaces, Pittsburgh Gettys at the Hanna, Cleveland
84 (90)	**Innerspace Design** Santa Barbara, CA	17	23	90	1 PP 2 PM — JC 2 SDR — JDR	NA 35 — 40 —	65 55 — 50 —	— DES 1 JD 1 CADD — MBD 9 TID	— 30 NA — —	— 40 30 — —	Goodearth, Marina Del Rey, CA Goodearth Warner Center, Woodland Hills, CA Century 21 Action Surf, Carpenteria, CA Shady Business, Santa Maria, CA	Shady Business, San Luis Obispo, CA Shady Business, Ventura, CA Slade Creative Marketing, Santa Barbara, CA Dr. Munce/orthodontic office, Santa Barbara, CA
85 (99)	**Shervan Design Group** Port Washington, NY Raynham, MA	17	19	60	1 PP 2 PM — JC — SDR — JDR	NA 30 — — —	125 85 — — —	1 DES — JD — CADD 1 MBD 6 TID	40 — — 50 —	175 — — — —	Temple Hillel, North Woodmere, NY Sidelines Sports Bar & Restaurant, Foxborough, MA Commack Bowling Facility, Long Island, NY Coachman Restaurant & Lounge, Cranford, NJ	Raynham-Taunton Greyhound Park, Revere, MA Polo Catering Facility, Foxborough, MA Castle Hill Health Care, Union City, NJ Brookville Health Care, Irvington, NJ
86 (—)	**Marcia Johnson Interior Design** Seattle	16	23	1.4	1 PP 1 PM — JC 1 SDR — JDR	NA NA — NA —	NA NA — NA —	2 DES — JD — CADD — MBD 6 TID	NA — — — —	NA — — — —	The Inn at Langley, Whidbey Island, WA Homecourt All Suite Hotel, Kent, WA Salish Lodge/conference facility, Snoqualmie, WA Channel Lodge, Laconner, WA	Fifth & Jackson Hotel, Seattle Blue Canyon Resort, Phuket, Thailand Anchor Executive Club, Tokyo
87 (—)	**Braselle Design Company** Newport Beach, CA	15	15	3.2	1 PP 2 PM — JC — SDR — JDR	NA 40 — — —	115 95 — — —	2 DES 1 JD — CADD 1 MBD 7 TID	19 17 — 39 —	50 35 — 35 —	Rex Restaurant, Newport Beach, CA	Sheraton, Anaheim, CA
88 (94)	**Interior Design Force, Inc.** New York	15	21	2.3	2 PP — PM — JC 2 SDR — JDR	NA — — 33 —	100 — — 65 —	— DES 2 JD — CADD — MBD 7 TID	— 28 — — —	— 65 — — —	Ramada Inn, Toms River, NJ Kutshers Hotel, Monticello, NY Alpine Country Club, Demarest, NY	Sugar Bay Plantation Resort, St. Thomas, USVI Cafe Nicole at Novotel, Princeton, NJ Fuddruckers, Howard Beach, NY Roberto's Restaurant, Clifton, NJ
89 (100)	**CSO Interiors** Indianapolis	11	1.13	3.5	3 PP 5 PM — JC 2 SDR — JDR	NA 32 — 25 —	80 65 — 45 —	3 DES 3 JD 3 CADD — MBD 20 TID	25 20 NA — —	45 35 45 — —	Century Suites, Bloomington, IN Boehringer Mannheim, Indianapolis Signature Inn North East, Cincinati Signature Inn, Warren, MI	Embassy Suites Downtown, Indianapolis Signature Inn, Indianapolis Signature Inn North, Indianapolis Indiana State Office Building, Indianapolis
90 (—)	**JungDesigns, Inc.** Oakland, CA	11	11	55	2 PP — PM — JC — SDR — JDR	NA — — — —	175 — — — —	— DES — JD — CADD — MBD 2 TID	— — — — —	— — — — —	Waterfront Plaza Hotel, Oakland, CA Governor's Inn, Sacramento, CA	Best Western Ponderosa, Eureka, CA Best Western, Oakland, CA Flamingo Lodge, South Lake Tahoe, CA Monterey Inn, Monterey, CA
91 (—)	**M.J. Macaluso & Associates** Middle Village, NY	11	30	1.5	1 PP 1 PM — JC — SDR — JDR	NA 60 — — —	200 NA — — —	1 DES — JD — CADD 1 MBD 4 TID	NA — — NA —	100 — — 100 —	Pasta Pasta, Bronx, NY First Edition, Forest Hills, NY Abbraciamento's, Rego Park, NY Gus's Place, New York	Francesca's, Riverdale, NY Jackson Hole, New York Zipsz, New York Cono the Fisherman, Brooklyn, NY
92 (—)	**Dow/Fletcher** Bellevue, WA London; Taipei, Tanwan	10	10	4.0	2 PP — PM — JC — SDR — JDR	NA — — — —	NA — — — —	2 DES — JD — CADD 1 MBD 6 TID	NA — — NA —	NA — — — —	Everett Quality Inn, Everett, WA Towne Plaza, Yakima, WA West Coast Vance Hotel, Seattle Tropics Motor Inn, Seattle	Ramada Inn, Seattle West Coast Anchorage, Anchorage, AK Alderbrook Inn, Union, WA Maui Coast Hotel/Restaurant, Kehei, Maui, HI
93 (82)	**J.M. Von Graven Company** San Diego	10	47	NA	1 PP 2 PM — JC — SDR — JDR	NA NA — — —	85 65 — — —	4 DES — JD — CADD 1 MBD 10 TID	30 — — NA —	55 — — — —	Salvatore's Restaurant, San Diego	Dove Canyon Country Club, Mission Viejo, CA Compri Del Mar Hotel, San Diego
94 (—)	**Hosa Design Associates** Palos Verdes, CA	09	10	1.4	2 PP — PM — JC 1 SDR — JDR	NA — — NA —	120 — — 70 —	2 DES — JD — CADD 1 MBD 6 TID	NA — — NA —	68 — — 40 —	Calabasas Inn/restaurant & banquet, Calabasas, CA Colors Restaurant/L.A. Mart, Los Angeles Cafe B.C./Musuem of Natural History, Los Angeles City Events, Los Angeles	Cafe B.C./Museum of Natural History, Los Angeles MCA/Univ. City restaurant/club, Universal City, CA L.A. Mart/lobby & public spaces, Los Angeles
95 (79)	**Adams Design, Inc.** Honolulu Sacramento, CA	08	52	37	1 PP — PM — JC 1 SDR — JDR	NA — — NA —	NA — — NA —	2 DES — JD — CADD — MBD 6 TID	NA — — — —	NA — — — —	Pizza Pavillion, Honolulu Honolulu Club/ladies' locker room, Honolulu Merrill Chase Galleries, Honolulu Merrill Chase Galleries, Koloa, Kauai, HI	Queen Victoria, Honolulu Waikiki Beachcomber-restaurant/restrooms, Honolulu Zippy's Restaurant, Honolulu Merrill Chase Galleries, Wailea, Kauai, HI

NA indicates information not available — indicates information not applicable to category and/or firm

* Rankings determined by fees before rounding All figures have been rounded off for the purpose of this listing.

Salon du Meuble ***circle 50*** 64
Scalamandre ***circle 91*** 127
Schumacher, F. & Co.
circle 6, 126 ..... 10, 112(4)
Service Furniture Delivery
circle 205 200
Sherwin Williams ***circle 64*** 90
Shyam Ahuja ***circle 15*** 19
Shelby Williams Industries, Inc.
circle 85 111
Sico, Inc. ***circle 114*** 209
Silk Dynasty Inc. ***circle 18*** 23
Stark Carpet ***circle 3*** 2
Steelcase ***circle 12*** 17
Summit Furniture ***circle 17*** 22

*3 Day Blinds ***circle 119*** ..... 48(4)
Terracast ***circle 98*** 196
Thibaut, Richard E., Inc. ***circle 93*** ... 195
Tom Thumb Lighting ***circle 48*** 62
Trendway ***circle 8*** 12-13
Tropitone ***circle 60*** 84-85

Unika Vaev ***circle 45*** 58
United Chair Company ***circle 57*** . 76-77
Urban Woods ***circle 44*** 56

Van Klassens ***circle 36*** 48
Vitow, Ruth ***circle 105*** 196

Wagner, Sherle International 79
Westin-Nielsen ***circle 68*** 95
White Plains Drapery & Upholstery
circle 203 200
Wood & Hogan 33
Zax, Inc. ***circle 19*** 24

*Regionals

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Interior Design (ISSN 0020-5508-RPUSA 123397457) is published 17 times a year, monthly with one additional issue in January, February, May, September and November for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. **ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO:** Interior Design, 44 Cook Street, Denver, CO 80206-5800. TELEPHONE TOLL FREE 800-542-8138 (continental U.S. only) 303-388-4511, Ext. 392 (all others). Subscription rates U.S.: $34.95 for one year, $62.95 two years, $89.95 three years, including the Buyers Guide and Market issues in the U.S. and Canada. Canadian Subscription Rates $58.95 for one year, $105.95 two years, $149.95 three years, includes 7% GST. Foreign Subscription Rates: $94.95 for one year, $169.95 two years, $242.95 for three years, includes air delivery. Single copies $10.00. Annual Buyers Guide $15.00. Prepayment required for single copy orders. Address all single copy requests along with payment to: INTERIOR DESIGN, P.O. BOX 173306, Denver, CO 80217-3306. Address all communications (other than Subscription) to: **INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011.** TELEPHONE 212-645-0067. Cable: Anddec New York, U.S.A. For reprint information contact Cahners Reprint Service, Des Plaines, IL, (312) 635-8800 or 1 (800) 323-4958.

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